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The Link between Strategy Implementation and Organizational Performance: A Case Study of Telkom Kenya Limited, Kenya

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Abstract:

Strategy implementation is a very important process. However, most organizations are normally faced with a huge challenge in strategy implementation and this has had an impact on their overall performance. The objective of this study was to examine the link between strategy implementation and organizational performance with special reference to Telkom (K) Ltd. The study targeted employees of Telkom (K) working in various branches in Nairobi County who were 1140 in total. Survey design was adopted and stratified sampling technique was used to select the right sample size because there were several departments offering different services in the organization. Quantitative data was coded and analyzed by use of the Statistical Package for Social Sciences (SPSS) which helped to generate descriptive statistics as well as inferential statistics. The study revealed that there was a relationship between the independent variables – leadership, organizational culture, administrative systems and the dependent variable – organizational performance. Leadership was the most significant independent variable followed by organizational culture and administrative systems. The study recommends the organization should adopt a leadership style that promotes the innovation and creativeness of the employees. Another recommendation was that the organization culture should be result oriented to ensure targets are met. In order to protect the brand, it is recommended that the organization should have in place strict controls to safeguard their administrative systems.

Keywords: *Strategy implementation, Telkom (K) Ltd., organizational culture, organizational performance*

1. Background Information

In Kenya, research has shown that strategy implementation is one aspect that has influenced performance among firms. According to a study by Awino (2011), on selected strategy variables influencing performance in large manufacturing firms there is evidence that strategy competency model provides an environment to enhance corporate performance. There is need for telecommunication companies to come up with effective strategies that help them to remain competitive. This can be well achieved through effectiveness in the process of strategy implementation. Successful strategy implementation requires a combination of various aspects.

According to Chetty (2010) there are six factors that need to be considered in order for an organization to successfully implement its strategy. These are obtaining top executive commitment, generating engagement at all levels, communicating a clear tangible strategy, cascading accountabilities, selecting the best people to drive key initiatives, and the ability to monitor and track progress. The strategy implementation process which the organization uses has to be put in line with the seven factors which are seen to be key. These seven elements include the feedback mechanisms put in place by the organization, as well as the organization leadership, the channels of communication in the organization, the structure of the company as well as the organization culture.

Organizational performance has been defined as a set of financial and non-financial indicators which offer information on the degree of achievement of organizational objectives (Lebans & Euske, 2006). It comprises the actual results of an organization as measured against its intended outputs (Richard, et. al., 2009). The government owns 30% of Telkom Kenya and lately the government has been reluctant to invest additional funds in the business. This has resulted in court cases which have barred the smooth running of the organization. Telkom Kenya had hoped to return the firm to profitability by 2010 and list it on the Nairobi Securities Exchange, a target that has been made impossible by persistent loss-making (The East African, 2014).

1.1. Telecommunication Sector in Kenya

The Kenya Communications Act (KCA) of 1998, established the National Communication Secretariat (NCS), headed by a Communication Secretary, whose main objective is to advise the government on the adoption of a communication policy, which, among other things is meant to encourage competition in the provision of communication services. The Communications Commission of Kenya is independent regulator, whose objectives are to license and regulate telecommunications, radio communication and postal services. Its vision is to “enable access to reliable communications services by all Kenyans”, while its mission is to “ensure that the communications sector contributes to the country’s overall development through efficient and enabling regulation and public participation”. Current challenges facing the Telecommunications sector in Kenya include: Licensing of the secondary national operator, the process has been rather slow and may have been overtaken by events such as the issuing of unified licenses, increasing competition and regulatory requirements, scope for e-commerce application largely unexplored, regulation and enactment of an enabling framework for provision of financial intermediary services such as mobile banking and managing growth and the impending challenges on quality of service, average revenue per user, operator capacity.

Communication Companies in Kenya include: Access Kenya, Bharti Airtel (formerly Zain, Celtel), Essar Telecom Kenya (Yu, formerly Econet), Jamii Telecom, Liquid Telecom, Nokia Siemens Networks (NSN), Safaricom (Vodafone), Telkom Kenya (K) Ltd, Wananchi Online and ZTE. Previously, it was not clear which arm of government deals with matters relating to IT or who is responsible for the regulation of the IT sub-sector. However, the national ICT policy approved in January 2006 recognizes CCK as the regulator of the whole of the ICT sector, including IT and broadcasting. Once this is implemented through requisite changes in the Kenya Communications Act of 1998, there was clarity on these matters and hopefully there was increased growth in the ICT sector, (Waema, 2007).

The sector liberalization as implemented by the CCK has significantly changed the communications sector positively. Some of the key statistics of what has been achieved with the liberalization initiatives are that, there were 303,905 fixed-line subscribers and 6.48 million mobile phone subscribers as at June 2006. This translates into fixed teledensity of 0.91 per hundred inhabitants for fixed-line and 19.42 per hundred inhabitants for mobile phones. The number of registered ISPs has been growing, reaching a peak of 78 between 2003 and 2005 and reducing to 51 between 2005 and 2006. Out of 51 information services providers (ISP) licensees, below 50% are currently active, with approximately 1.5 million internet users. There were also over 1,000 cyber cafes and telephone bureaus by June 2005. There are more than 16 operational television stations and 24 FM radio stations. Around 8,915 public phones were installed throughout the country but this number has been recalled due to the high usage of mobile telecommunication.

The national broadcaster (Kenya Broadcasting Corporation), with the highest penetration of radio and TV coverage, has 95% of the population covered by radio and 65% covered by television. At the same time, an estimated 87.2% of households have a radio set and 17.1% a television set, (Waema, 2007). The Kenyan public has therefore benefited tremendously from the provision of better communication services and easier information exchange.

1.2. Purpose of the Study

The main objective of the study was to assess the link between strategy implementation and organizational performance: a case of Telkom Kenya.

1.3. Research Questions

The research was guided by the following research questions:

- To what extent does leadership influence organizational performance at Telkom Kenya?
- How does organizational culture influence organizational performance at Telkom Kenya?
- How do administrative systems influence organizational performance at Telkom Kenya?

1.4. Research Methodology

The research adopted descriptive research design. The study population for the research was the mainstream employees of Telkom (K) Ltd, working in various branches within Nairobi County. The target population for this research included employees working at Telkom (K) Nairobi County in various branches and departments. Stratified sampling technique was used to select samples from the target population. The study population was 1140 and out of these, 125 employees were selected to be part of the sample. There were 32 senior managers and branch managers in Telkom (K) Ltd working within Nairobi County. These are the people responsible in overall management of the organization and they are involved in strategic management and decision making processes.

Out of the 32 senior managers sampled, 19 interviewed for the current study. The research adopted self-administered questionnaires and interviews as data collection methods. SPSS Software was used to analyze quantitative data. Qualitative data collected through interviews on the other hand was categorized according to the themes in the interview schedule. Once the data was properly analyzed it was thereafter presented using graphical presentation including, bar graphs, frequency distribution tables, pie charts and tables and narratives.

2. Discussion of the Research Findings, Conclusions and Recommendations

2.1. Level of Education of the Respondents

The findings as revealed that the organization has employed qualified employees. According to the findings majority of the employees were graduates who had degrees and this number counted for 48%, diploma were represented

by 20%, those of post graduate level were represented by 21% while, those who are O-level were represented by 11%. This implies that most employees in the organization had very high academic qualifications and therefore understood the market dynamics and were therefore well positioned to understand the various business operations.

The interviews with the senior and branches managers revealed that 17 out of 19 managers had post graduate degrees and above translating to 89%, while only 2 who had first degree translating to 11%. This was an indication that senior management positions in Telkom (K) are held by qualified people with higher level of education.

Number of years worked at Telkom Kenya

The findings (figure1) indicates that, 22% of the respondents have worked for the organization for 1 – 4 years, 16% indicated that they have worked for 4 – 7 years, those who have worked for 7 – 10 years were 24%. While those who have worked for more than 10 years were 38%. According to the findings majority of the employees had worked in Telkom (K) Ltd for more than 4 years. This was an indication that the information gotten from the respondents could be relied upon since they knew the company operations and had a vast knowledge of the organization since they had worked for the company for several years.

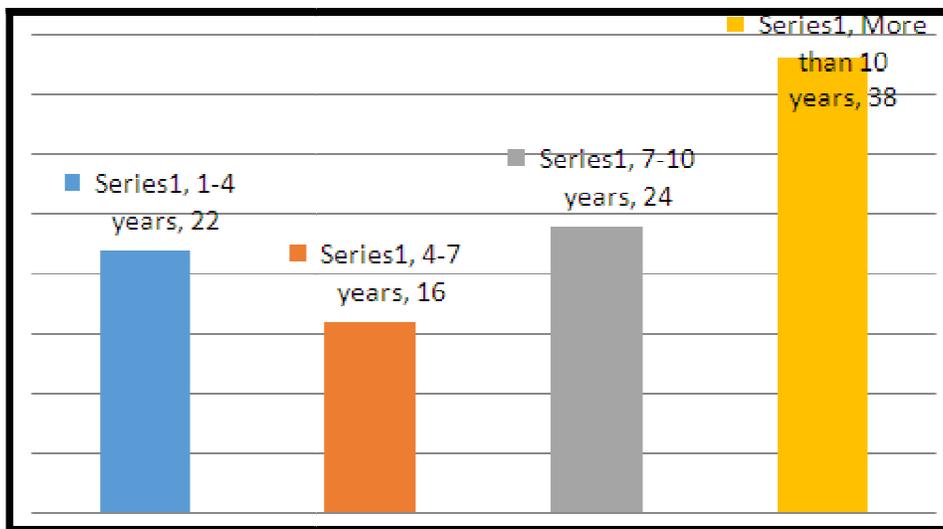


Figure 1: Number of Years Worked at Telkom Kenya
Source: Research Data, 2018

2.2. Influence of Leadership on Organizational Performance

The percentages of responses for each of the items for influence of leadership on organizational performance are shown in Table 1

Leadership Items	Organizational Performance				
	Very Small (%)	Small (%)	Moderate (%)	Large (%)	Very Large (%)
The organization sets clear goals and targets for the employees	-	-	22	63	15
There is delegation of power and responsibility to enhance service delivery	-	-	13	66	21
There is good communication between the leaders and subordinates for ease of workflow	-	-	66	34	-
The leaders stimulate the employees efforts to become innovative and creative	-	63	25	12	-
The employees are motivated through good incentives and rewards	-	51	40	9	-
The leaders pay attention to individual needs of an employee	-	7	58	32	4

Table 1: Leadership and Organizational Performance
Source: Research Data, 2018

Table 1 above shows that majority of the respondents (63%) indicated that the organization sets clear goals and targets for the employees to a large extent while 22% of the respondents indicated that the organization sets clear goals

and targets for the employees to a moderate extent. 66% of the respondents further indicated that there is delegation of power and responsibility to enhance service delivery to a large extent while 13% of the respondents indicated that there is delegation of power and responsibility to enhance service delivery to a moderate extent. Majority of the respondents (66%) indicated that there is good communication between the leaders and subordinates for ease of workflow to a moderate extent while 63% of the respondents indicated that the leaders stimulate the employees efforts to become innovative and creative to a small extent. 51% of the respondents indicated that the employees are motivated by good incentives and rewards to a small extent while 58% of the respondents indicated that leaders pay attention to individual needs of an employee to a moderate extent. These implies that there is a link between leadership and organizational performance at Telkom Kenya as it is through delegation of power and authority, good communication and stimulation of employees to become innovative that enhances service delivery. This in turn led to customer satisfaction.

Further the researcher sought to find out through the interviews if the senior executive management has an impact on strategy implementation and organizational performance. Majority of the respondents 16(84%) agreed that the senior executive management has an impact on strategy implementation and organizational performance while the remaining 3(16%) disagreed with the statement. All the interviewees 19(100%) further agreed that the leadership style shows equal attention to all functional level concerns in the organization.

These results are in tandem with those of Chege and Gakobu (2017) whose study established that organizational leaders should strive to be role models to their employees, motivate them by providing more challenging work and stimulate them in becoming innovative and creative. They are further supported by Igbaekemen and Odivwri (2015) who established that good delegation of power and responsibility to the employees, good incentive scheme, excellent communication between superiors and subordinates and free flow of work always encouraged them to meet the targets, leading to increased performance in the organization.

2.3. Influence of Organizational Culture on Organizational Performance

The percentages of responses for each of the items on the influence of organizational culture on organizational performance are shown in Table 2

Organizational Culture Items	Organizational Performance				
	Very Small (%)	Small (%)	Moderate (%)	Large (%)	Very Large (%)
The organization culture is well aligned to the organization strategies	7	36	37	20	-
The organization culture is supportive of the organizational strategies	-	7	33	61	-
The organization culture facilitates consistency in organization activities	-	58	28	14	-
The organization culture is outcome oriented to ensure targets are met	20	56	20	4	-
The organization culture promotes stability of the organization	-	-	5	75	20
The organization culture promotes good relations among the employees	-	33	21	46	-

Table 2: Organizational Culture and Organizational Performance

Source: Research Data, 2018

Table 2 above shows that majority of the respondents 37% indicated that the organization culture is well aligned to the organization strategies to a moderate extent while the same percentage indicated that the organization culture is well aligned to the organization strategies to a small extent. 61% of the respondents indicated that the organization culture is supportive of the organizational strategies to a large extent while 58% of the respondents indicated that the organization culture facilitates consistency in organization activities to a small extent. 56% of the respondents indicated that the organization culture is outcome oriented to ensure targets are met to a small extent while 75% of the respondents indicated that the organization culture promotes the stability of the organization to a large extent. 46% of the respondents further indicated that the organization culture promotes good relations among the employees to a large extent. This implies that there are some aspects of organizational culture at Telkom Kenya that are not aligned to the organizational activities to promote consistency. However, the results showed that there is a link between organizational culture and organizational performance at Telkom Kenya as it is through good relations among employees that the organizational performance can be enhanced leading to profitability.

The results from those interviewed showed that 15(79%) of the respondents agreed that the organization culture positively influences the strategy execution while the remaining 4(21%) disagreed with the statement.

These results are in line with those of Kamaamia (2017) revealed that the components of culture – mean oriented measures, work oriented measures, professional oriented measures, open system cultures and pragmatic approach – all contributed to the significance in the relationship. Awuor (2015) also established that new organizational culture led to employees setting goals and achieved their objectives at a more successful rate. A study by Mwau (2016) also noted that organizations should ensure that their organizational culture is aligned with their strategies and policies.

2.4. Influence of Administrative Systems on Organizational Performance

The percentages of responses for each of the items for influence of administrative systems on organizational performance are shown in Table 3

Administrative Systems Items	Organizational Performance				
	Very Small (%)	Small (%)	Moderate (%)	Large (%)	Very Large (%)
Work procedures are clear to all employees	18	21	51	9	-
The organization has put in place sufficient controls to promote good work flow	16	38	25	21	-
Adequate information system infrastructures have been put in place to promote strategy implementation	-	16	34	50	-
Adequate resources have been allocated to promoted strategy implementation	-	21	50	27	2
The administrative systems facilitate strategy execution		27	63	5	4

Table 3: Administrative Systems and Organizational Performance

Source: Research Data, 2018

Table 3 shows that majority of the respondents (51%) indicated that work procedures are clear to all employees to a moderate extent while 38% of the respondents indicated that the organization has put in place sufficient controls to promote good work flow to a small extent. 50% of the respondents indicated that adequate information systems infrastructure has been put in place to a large extent while 50% of the respondents indicated that adequate resources have been allocated to promote strategy implementation to a moderate extent. 63% of the respondents indicated that the administrative systems facilitate strategy execution to a moderate extent. These results imply that the administrative systems at Telkom Kenya are not fully enhanced as there was some dissatisfaction among some respondents who indicate that sufficient controls to promote good work flow have been put in place to a small extent.

The research results from those interviews show that 10(53%) of the respondents indicated that the administrative systems in the organization can be risk adjusted while the remaining 9(47%) disagreed that the administrative systems can be risk adjusted.

The results are in tandem with those of Jayarathna and Weerakkody (2014) who established that job performance can be improved by developing administrative practices. They are further supported by Rustamov and Dosanov (2015) who established that an active system requires effective procedures to enable ease in management decisions. The study recommended that controls are necessary during the implementation of a plan to minimize distortion as this was the only way management efficiency is maximized.

2.5. Organizational Performance

The percentages for each of the items for organizational performance are shown in Table 4.

Measure Items	Organizational Performance				
	Very Small (%)	Small (%)	Moderate (%)	Large (%)	Very Large (%)
There is improved customer satisfaction	-	-	5	67	28
Our products meet our customer needs	-	-	-	66	34
The value for money of our products is good			4	70	26
Our staff are responsive to customer needs	-	8	51	41	-

Table 4: Organizational Performance

Source: Research Data, 2018

Table 4 above shows that 67% of the respondents indicated that there is improved customer satisfaction to a large extent while 66% of the respondents further indicated that the products meet the customer needs to a large extent. 70% of the respondents indicated that the value for money of the products was good to a large extent while 51% of the respondents indicated that the staff is responsive to customer needs to a moderate extent. These results mean that the organizational performance at Telkom Kenya is determined by the leadership style, organizational culture and the administrative systems that have been put in place.

Results from the interviews show that majority of the respondents 18(95%) agreed that pricing helps boost brand loyalty in Telkom Kenya while the remaining 1(5%) disagreed that pricing helps boost brand loyalty in Telkom Kenya.

The results are in line with those of Jayarathna and Weerakkody (2014) study who established that when targets are met, this leads to increased performance in the organization.

2.6. Inferential Analysis

The coefficient correlation matrix for the strategy implementation and organizational performance variables is shown in Table 5 below.

		Leadership	Organization Culture	Administrative Systems	Organizational Performance
Leadership	Pearson Correlation	1	.406(**)	.440(**)	.383(**)
	Sig. (2-tailed)	.	.000	.000	.000
	N	100	100	100	100
Organization Culture	Pearson Correlation	.406(**)	1	.228(*)	.222(*)
	Sig. (2-tailed)	.000	.	.042	.048
	N	100	100	100	100
Administrative Systems	Pearson Correlation	.440(**)	.228(*)	1	.403(**)
	Sig. (2-tailed)	.000	.042	.	.000
	N	100	100	100	100
	Sig. (2-tailed)	.024	.000	.000	.001
	N	100	100	100	100
Organizational Performance	Pearson Correlation	.383(**)	.222(*)	.403(**)	1
	Sig. (2-tailed)	.000	.048	.000	.
	N	100	100	100	100

Table 5: Correlation Matrix of the Strategic Implementation Variables and Organizational Performance

** Correlation Is Significant at the 0.01 Level (2-Tailed)

* Correlation Is Significant at the 0.05 Level (2-Tailed)

Source: Research Data, 2018

Table 5 shows the nature of relationship between the parameters being measured. From the correlation matrix table above, there is a positive correlation (relationship) between strategy implementation and organizational performance. For example, the ranking of the relationships in responses and in strength showed the following; administrative systems (.403**), leadership (.383**) and organization culture (.222*). Therefore, the researcher concluded that actually there is a strong link between strategic implementation and organizational performance at Telkom Kenya Limited.

These results are supported by Madanchian, et. al. (2016), whose study established a positive relationship between leadership and performance of an organization. They are further supported by Kamaamia (2017) revealed that there was a positive relationship between organizational culture and organizational performance. Mugo, et. al. (2017), further established that government policies positively moderate the relationship between mobile technology services and performance of deposit taking organizations.

The results are however contradicted by those of Jayarathna and Weerakkody (2014) who established that the impact of administrative practices on job performance but it was not significant.

2.7. Regression Analysis

This section presents the regression results on the link between strategy implementation and organizational performance at Telkom (K) Ltd. Results are presented in Tables 7, 8 and 9 next.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.741 ^a	.549	.535	.43091

Table 6: Regression Model Summary of the Predictors of Organizational Performance

a. Predictors: (Constant), Leadership, Organizational Culture, Administrative Systems

Source: Research Data, 2018

The R value (multiple correlation coefficients) of 74.1% indicates that there is a relationship between the independent variables and the dependent variable. The R square (coefficient determination) value of 54.9% of the variance in the dependent variable is explained by the independent variables in the model of the variability in organizational performance is accounted for by the explanatory variable in strategy implementation while the remaining

percentage could be attributed to the random fluctuation on other unspecified variables (i.e. stochastic error term). The model was significant as $p < 0.05$. The R square of 54.9% means that an equivalent of the values fit the model. This implies that there is a strong positive link between strategy implementation and organizational performance at Telkom Kenya.

A one-way between subjects ANOVA was conducted to compare the link between strategy implementation and organizational performance. The results are as shown in Table 4.8 below.

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.903	3	7.226	38.914	.000 ^b
	Residual	23.768	128	.186		
	Total	52.671	132			

Table 7: ANOVA Results of the Organizational Performance Variables

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Leadership, Organizational Culture, Administrative Systems

Source: Research Data, 2018

The ANOVA table describes the overall variance accounted for in the model. The p-value is 0.000 which is lesser than alpha value 0.01.

The F statistics usually used to test whether the expected values of the regression coefficients are equal to each other and that they equal zero. The F statistic is significant at F (38.914) and a small significance level ($P < .000$) two tailed, indicate that the three predictor variables are not equal to each other and can be used to predict the dependent variable organizational performance. Hence, the model is a good descriptor of the relation between the strategy implementation variables (IV) and organizational performance. Further, the three variables significantly explain the variance in perceived organizational performance. This implies that all the independent variables – leadership, organizational culture and leadership have a positive link with the organizational performance at Telkom Kenya as they positively influence customer satisfaction, customer loyalty and the profitability of the organization.

2.8. Further Examination of the Coefficients Yielded Data as Shown in Table 8

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.041	.280		7.280	.000
	Leadership	.465	.061	.521	7.663	.000
	Organizational Culture	.307	.083	.280	3.708	.000
	Administrative Systems	.005	.083	.004	.066	.948

a. Dependent Variable: Organization Performance

Table 8: Coefficients of the Predictors of Organizational Performance

Source: Research Data, 2018

The table above provides the effect of individual predictor variables on the dependent variable. The coefficients indicate the increase in the value of the dependent variable for each unit increase in the predictor variable. The standardized coefficient or beta column provides a common scale (Z score; all variables have a mean of zero and a standard deviation of one and are expressed in the same unit of measurement). The output shows that the predictor variables of leadership and organization culture all have their p-values as 0.000. Therefore, Table 4.9 indicates that the most significant influencers of organizational performance to this study are leadership, followed by organizational culture (Sig=0.000 or < 0.05). However, the p-value for administrative systems (0.948) is greater than the common alpha level of 0.05, which indicates that it is not statistically significant. Therefore, the three variables namely; leadership, organizational culture and administrative systems determine the organizational performance at Telkom (K) Ltd. These results imply that leadership is the most significant link between strategy implementation and organizational performance at Telkom Kenya as it positively influences customer satisfaction, customer retention and profitability. Organizational culture is significant as it influences customer satisfaction and loyalty at Telkom Kenya. These above values gave the following simple regression model:

Organizational Performance = 2.041 + 0.465 Leadership+ 0.307 Organizational Culture+ 0.005 Administrative systems

These results are supported by Ukoha, et al (2016) whose study revealed that the effectiveness of administrative processes and strong leadership explained the observed variance in organizational performance. Mohamud, et al (2013) study also established that there was a positive significant relationship between organizational performance and leadership styles. Further, the study by Igbaekemen and Odivwri (2015) showed that when there is good leadership there will be corporate behavior by the employees and targets will be met, leading to satisfaction for both employees and the employers. The study by Awuor (2015) also supports these results as they established that a new organizational culture led to employees setting goals and achieved their objectives at a more successful rate.

Based on standardized coefficient beta, the independent variables are ranked as follows;

Variable	Ranking	Standardized Coefficients
Leadership	1	0.521
Organizational Culture	2	0.280
Leadership	3	0.004

Table 9: Independent Variable Ranking

Source: Research Data, 2018

As the results of this study revealed and looking at the coefficients table above, leadership is the first and most significant independent variable in this research, ($t=7.663$; $p<0.05$), thus significant to predict perceived organizational performance. It also contributed the highest to the variation in the organizational performance ($Beta=0.521$), being the largest compared to other predictor variables. The second significant variable in predicting organizational performance is organizational culture ($t=3.708$; $p=.000$; $Beta=0.280$), followed by administrative systems ($t=0.066$; $p=.948$; $Beta=0.004$). This implies that at Telkom Kenya, there is a direct link between leadership, organizational culture and administrative systems and the organizational performance.

These results are supported by Madanchian, et. al. (2016), whose study established a positive relationship between leadership and performance of an organization. They are further supported by Kamaamia (2017) revealed that there was a positive relationship between organizational culture and organizational performance. They are further supported by those of Jayarathna and Weerakkody (2014) who established that the impact of administrative practices on job performance was not significant.

Based on the result findings there was a positive relationship between leadership and organizational performance. Results showed that the significant predictor of organizational performance was leadership ($t=7.663$; $P<0.05$; $Beta=0.52$) and therefore there was a positive relationship between leadership and organizational performance. Majority of the respondents (63%) indicated that the organization sets clear goals and targets for the employees to a large extent while 66% of the respondents further indicated that there is delegation of power and responsibility to enhance service delivery to a large extent. 66% of the respondents further indicated that there is good communication between the leaders and subordinates for ease of workflow to a moderate extent while 63% of the respondents indicated that the leaders stimulate the employees efforts to become innovative and creative to a small extent. 51% of the respondents indicated that the employees are motivated by good incentives and rewards to a small extent while 58% of the respondents indicated that leaders pay attention to individual needs of an employee to a moderate extent. Through the interviews it was established that majority of the respondents 84% agreed that the senior executive management has an impact on strategies and performance and all the interviewees 100% further agreed that the leadership style shows equal attention to all functional level concerns in the organization.

3. Conclusion of the Research Findings

Based on the result findings there was significant positive relationship between organizational culture and organizational performance. From the findings, leadership is the highest predictor of organizational performance. It was indicated that clear goals and targets are set and that there is delegation of power and responsibility. Organizational culture was ranked as the second predictor of organizational performance ($t=3.708$; $P=.000$; $Beta=0.280$). Majority of the respondents 37% indicated that the organization culture is well aligned to the organization strategies to a moderate extent while 61% of the respondents indicated that the organization culture is supportive of the organizational strategies to a large extent. 58% of the respondents indicated that the organization culture facilitates consistency in organization activities to a small extent while 56% of the respondents indicated that the organization culture is outcome oriented to ensure targets are met to a small extent. 75% of the respondents indicated that the organization culture promotes the stability of the organization to a large extent while 46% of the respondents further indicated that the organization culture promotes good relations among the employees to a large extent. 79% of those interviewed agreed that the organization culture positively influences the strategy execution.

The analysis revealed that administrative systems were ranked the third predictor of organizational performance ($t=0.066$; $p=.948$; $Beta=0.004$). Work procedures are clear to all employees and that the organization has put in place sufficient controls to promote good work flow. Majority of the respondents 51% indicated that work procedures are clear to all employees to a moderate extent while 38% of the respondents indicated that the organization has put in place sufficient controls to promote good work flow to a small extent. In addition, adequate information systems infrastructure has been put in place. While, adequate resources have been allocated to promote strategy implementation. According to the findings the administrative systems facilitate strategy. 50% of the respondents indicated that adequate information systems infrastructure has been put in place to a large extent while 50% of the respondents indicated that adequate resources have been allocated to promote strategy implementation to a moderate extent. 63% of the respondents indicated that the administrative systems facilitate strategy execution to a moderate extent. Results from those interviewed showed that 53% of the respondents agreed that the administrative systems in the organization can be risk adjusted. This implies that there is a link between administrative systems and organizational performance at Telkom Kenya.

Employees are motivated by good incentives and rewards. While, senior executive management has an impact on strategies and performance and that the leadership style shows equal attention to all functional level concerns in the organization.

4. Recommendations from the Study

Based on the research findings the study recommends the following:

It is recommended that the leaders should strive to stimulate the employees' efforts to become more innovative and creative. This will assist the organization in coming up with new product features to strengthen their brand and satisfy their customers. Through innovation, the organization will be able to have a competitive advantage over other players in the industry and remain profitable. The organization should also reward their employees for their efforts in the strategy implementation.

It is also recommended that the organization should strive to ensure that their organization culture facilitates the consistency of the carrying out activities. The organization culture should be result oriented to ensure targets are met as this is a direct link to customer satisfaction. In order to protect the brand, it is recommended that the organization should have in place strict controls to safeguard their systems as this will ensure there is customer retention and customer loyalty. This will limit distortion of information and also safeguard its assets, thus enhancing the profitability of the organization.

The government should put up adequate ICT infrastructure. It should also keep on upgrading the existing infrastructure so as to keep up with the ever changing ICT environment. The government should also observe all ethical standards as per the policy when coming up with regulations as this will strengthen the link between strategy implementation and organizational performance.

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