

DETERMINANTS OF STRATEGY IMPLEMENTATION IN SAVINGS AND CREDIT CO-OPERATIVE ORGANISATIONS: A CASE OF TOWER SACCO IN NYANDARUA COUNTY**Mburu Ruth Waithira**

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ABSTRACT

Success of strategy implementation depends on selection of appropriate strategy and converting that strategy into action. Towards this, an entity is required to deal with factors emanation from environment. The objective of this project is to establish the determinants of strategy implementation in SACCOS. To achieve this, researcher used descriptive survey design and targeted 88 respondents of Tower SACCO, used Stratifies Sampling Techniques to obtain representative sample, since the population was not homogeneous. Primary data was collected using self- administered and semi- structured questionnaire and secondary data was taken from background work and literature review of other studies. A copy of data collection questionnaire and instructions was administered by the researcher personally using drop and pick latter method. In Validity, this study used the conventionally acceptable set at 95% to coincide with the 5% convention of statistical significance. Reliability was enhanced through pilot study; test retest method was used. Central editing was done when all questionnaires had been completed and returned, by a single editor who corrected obvious errors. The required statistics was generated with the aid of computer software, Statistical Package for Social Sciences (SPSS) for both descriptive and inferential analysis. The data was organized using descriptive statistics involving percentages, mean scores standard deviation and chi- squire which is presented in frequency distribution tables, charts and graphs. The conclusions of the study were made within the framework of its scope that, resources allocation was the single most determinant of how far the SACCOS implemented the strategy decisions hence by extension the level at which the goals could be realized. Staff involvement and development was the second most determinant of level of strategy implementation. The application of information technology in service delivery was highly ranked as one among the most influencing factor on the level of the strategy implementation hence a key factor for SACCO's growth and development. Leadership training was among the important factors influencing the level of strategy implementation in Tower SACCO, although it was not statistically significant. Respondents' demographic characteristics were not statistically significant predicting factors of strategy implementation level.

Key words: *Leaders training, Information technology (IT), Resource allocations, Staff involvement, Strategy implementation*

INTRODUCTION

Studies conducted by Canadian Co-operative Associations and Canadian International Development Agency in 2015, show that service provision in SACCOs continues to be a major challenge. They pointed out that some SACCOs lack direction, where they are going, what they want to achieve or progress towards their target. They indicated that some lack grass root structure to support effective delivery of service, little or no market survey to have a feel of clients needs, systematic progress towards product development or improvement is lacking. These lapses were attributed to, failure to implement strategy. The report further pointed out that expected outcomes in SACCOs have not been attained because strategy implementation seems to be deterred by both internal and external factors. The report recommended that SACCOs should encompass, total quality management concept and must built necessary capacity to meet challenges that constrain their development.

Jones and George (2003), stated that after identifying appropriate strategies to attain an organization's goals, managers confront the challenge of putting those strategies into action. Haberberg and Rieple (2010), noted that strategic plans are intended to benefit an organization and stakeholders, unfortunately they do not always end up that way. According to Wheelen and Hunger (2004), each organization exists in the context of complex environment both external and internal. The authors assert that before an organization begins strategy formulation it must scan the environment to avoid strategic implementation surprises. Bryson (2004), suggested that implementation is the key part in strategy management. The author claimed that poor implementation has been blamed for a number of strategy failures and that creating a strategic plan can produce significant value but, developing effective implementation process will bring life to strategies and create more values for organization. Henry (2008), noted that the best formulated strategy in the world will fail if poorly implemented. The author subsequently mentioned that although systems, procedures and policies may aid the implementation of strategy it should be kept in mind that, ultimately it is the individuals who implement strategy. The author pointed out that, a number of factors can potentially affect the process by which strategic plans are turned into organization action.

Co-operative Development Program (2012), Semi Annual Report indicated that, the vibrant and dynamic co-operative movement is a key player in the economy. The sector employs people besides providing opportunities for self employment. Saving and credit societies (SACCOs) are the fastest growing subsector in the movements. Kenya, co-operatives have made progress in agriculture, banking, housing and transport among others. The report further indicates that emerging sectors such as information, communication and technology demands traditional co-operative infuse innovation and technology in their operations. The report by the International Co-operative Alliance (2014), credited Kenya co-operative sector as one of the most regulated in Africa and best in East Africa. Research by International Labor Organization (2012), indicates that Kenya has established Front Office Services Activities (FOSA), in both urban and rural areas providing basic banking services. Because of the importance of this sector, the co-operative societies act (2004), requires that every committee members of a co-operative society should, indemnify the co-operative for any loss which accrue due to lack of prudence. It further makes it mandatory that every co-operative develop a strategic plan and implement it. The SACCO Society Regulatory Authority (SASRA), gave a four year transition period for all SACCOs in Kenya to have implemented SACCO act (2008), and The Rules and Regulation (2010). This transition period lapsed on 2014. However, this may be farfetched if there are determinants to strategy implementation which this study seeks to unveil and create awareness.

County Assembly report (2015), contains that, Nyandarua County is primarily an agricultural zone with most persons involved in agribusiness. It has a vibrant cooperative movement in farming, savings and credit, housing and investments. According to Tower SACCO brochure (2015), Tower Savings and Credit Co-operative Organization, (Formerly Nyandarua Teachers SACCO), was registered in 1976 to serve primary school teachers. The wind of change transformed the SACCO based on teachers to an

institution with an open common bond. The SACCO mobilizes deposit, offer affordable credit facilities and financial services to its members. Its mission statement is; to mobilize, offer diversified sustainable financial products and services at competitive rates to uplift social economic standards of members within the republic of Kenya and beyond. Any determinants to this achievement should be minimized or avoided. In the financial report dubbed, “a basket for all your financial needs”, Tower SACCO (2014), clarifies that the Co-operative transformation saw the rebranding of this SACCO by changing of its logo, identity of its corporate colors, the vision and mission statement as well as development of a strategic plan. Tower SACCO like any other organization has developed a strategic plan; however the success or failure will depend on the implementation. The implementation can only be successful if there is no factor affecting it. This study endeavored to find out, document and reveal some of the determinants of strategy implementation in SACCOs.

To deliver on its mandate, being a player in Nyandarua County and its environment, a report by the board of directors (2015), in the Annual General Meeting pledged to transform through co-operative dynamism in SACCO management. Strategic implementation and prudence are the key determinant of their destiny. Currently Tower SACCO has its head office in Ol’Kalou Nyandarua County, branches in Ndaragua and Engineer of Nyandarua County and Maralal in Samburu County. It has small offices called satellite offices in Gilgil in Nakuru County, Nyahururu in Laikipia County and other satellite in Nyandarua County. The good coverage of entire Nyandarua County and its neighborhood coupled with, rapid growth in market share gives a reason why this SACCO was chosen for this study.

Few studies have been done on strategy implementation in Kenya and outside Kenya. Thatia and Muturi (2014), conducted a case study on determinants of strategic plans in K unity SACCO Kiambu County. The motive behind the study was to determine, determinants of strategic plans in Savings and Credit Cooperative Societies (SACCO’s) in Kiambu County: A case of K-Unity SACCO limited. The study established that top management did not put more emphasize on training of employees, it did not commit adequate resource to support activities of strategic plan implementation, and employees were resistant to ICT practice. It was found out that the management used bureaucratic style of management. Therefore, the study recommended that training be made, mandatory and incorporated in the recruitment policy. Employees should be given adequate training on ICT skills. Adequate resources should be allocated for strategic plans implementation activities and democratic style of management be applied to minimize change resistance. It was concluded that for the success of SACCO’s in the turbulent and competitive business environment, proper training of employees, adequate financial support for strategic plan implementation activities, ICT integration in the system, and democratic style of management is key to effective strategic plan implementation. Visionary leadership and collaborative commitment of all employees of the organization promote success of strategic plans implementation.

Ndegwa (2013), studied on factors influencing implementation of strategic plan by SACCOs in Muranga County a case of Murata SACCO. The main objective of the research was to find the extent to which strategic leadership, human capital, organizational structure, information technology and organizational culture influence successful implementation of strategic plans. The study specifically sought to identify the factors that influence implementation of strategic plans in SACCOs, evaluate the extent to which each of the identified factors contribute to successful implementation of strategic plan in SACCOs, and assess the implementation process and determine the level of strategic plan implementation in SACCOs. Given results from this study, the researcher concluded that, strategic leadership, organizational culture, organizational structure, human capital and information technology are, all significant Factors determining implementation of strategic plans for SACCOs in Murang’a County. Customers and members are always satisfied with technology-based services that offer ease of use. SACCO leaders and management must ensure that employees are actively working towards a common goal. Leadership, organizational structure and culture are crucial in implementing strategies successfully. Given the findings the researcher recommended the policy makers, to enhance an effective system for

implementation of strategic plans, adequate trainings should be performed and good leadership in SACCOs should be put in place for successful implementation of strategic plans. In addition, the SACCOs should align their human resources with future demands. The researcher recommended further analysis of factors affecting implementation of strategic plans in SACCOs which this study sought to do.

Al-Kandi, Asutay, and Dixon (2013), studied the determinant of strategy implementation process and its outcome in Saudi Arabian Banks. The study focused on, determinant of strategy implementation process and on the outcomes of, the strategy implementation stage of strategic decisions. The primary data for the research was assembled from a questionnaire conducted with one hundred and twenty middle managers belonging to three highly successful banks in Saudi Arabia. The analysis of the data indicated that, factors from three main groups significantly influence strategic decision outcomes, thereby determining successful strategy implementation. These factors are process and personnel factors, including involvement and communication, project factors such as time and the priority of the decision, organizational factors, including top management support, religion, and organizational structure. Contrary to expectations, other cultural and external factors, such as resource allocation, people, commitment, and motivation, appear less significant with regard to the outcomes of strategic decisions.

Rajasekar (2014), studied on factors affecting effective strategy implementation in a service industry. The study investigated the strategy implementation processes followed in a service industry in the Sultanate of Oman. The study covered major aspects of strategy implementation that generally apply to all organizations, such as the link between strategy formulation and implementation, factors affecting successful implementation, challenges facing organizations, and executives' involvement. The study addressed in details, the roles of corporate communication (internal and external), leadership, organizational structure, and control mechanisms. The results demonstrated that leadership is by far the most important factor influencing successful implementation strategy in the service sector. One important conclusion of the study was that strategy implementation cannot be studied in isolation from the country, industry, or organizational culture and environment.

Mwangi (2013), conducted a research on determinants of strategy implementation among water service providers in jurisdiction of lake Victoria south water service board. The objective of the study was to establish the determinants of strategy implementation at water service providers licensed and regulated by the Lake Victoria South Water Service Board. The study found that strategy implementation was influenced by five latent factors which included stakeholder's engagement, regulatory environment in the water sector, internal work systems and co-ordination of strategy implementation and strategy alignment with external environment. The study concluded that the success of strategy implementation was dependent on both internal and external environment within which water service provider operated. The study recommended that the water service providers be sensitized and monitored in relation to, their determinations of identifying and engaging their primary stakeholders. It is also essential that water service providers know their regulatory platform in their engagement not to attract unnecessary legal challenges. As in any other business, the success of implementation of the strategies could be influenced by a number of factors, (Mwangi, 2013). Although most authors agree that factors affect strategy implementation, each factor's impact is at a different level and carries a different force on others. Investigating and documenting determinants to strategy implementation will go a long way in informing the implementers so that they can improve on the strategic management practice.

Statement of the Problem

The SACCO act (2008), requires that SACCOs formulate and implement strategic plan. The Co-operative Societies Act (2004), proposes that, SACCOs would be required to develop own internal policies to guide their investments and properties, subject to general guidelines to be issued by the authority to ensure objectivity and consistency across the SACCO sector. This Acts have been implemented for more than five years now, however, although SACCOs have strategic plans their objectives still remains largely

unachieved due to the determinants which directly impact on success of strategy implementation hence the objectives achievement (SASRA, 2013). Nevertheless, a systematic documentation of these determinants has not been completely done. It is therefore necessary to determine, what the specific determinants of strategy implementation in Tower SACCO are.

Most studies show that strategies fail not because of inadequate strategy formulation but because of insufficient implementation. Strategy implementation has received less research attention than strategy formulation. Regardless of the available studies, no research have addressed the specific determinants of strategy implementation in saving and credit organizations (SACCOs) at Nyandarua County, despite of the fact that, Nyandarua is an agricultural zone with a vibrant co-operative movement. This study therefore sought to establish the determinants of strategy implementation in SACCOs a case of Tower SACCO in Nyandarua County.

RESEARCH OBJECTIVES

- i. To determine the influence of leaders training on strategy implementation at Tower SACCO in Nyandarua County
- ii. To establish how information technology (IT) influence strategy implementation at Tower SACCO in Nyandarua County
- iii. To assess the influence of resource allocations to strategy implementation at Tower SACCO in Nyandarua County
- iv. To establish the influence of staff involvement on strategy implementation at Tower SACCO in Nyandarua County

LITERATURE REVIEW

Theoretical Framework

Resource Based Theory

Hodgetts (2001) indicated that a firm is a bundle of resources and capabilities that are made up of physical, financial, human and intangible assets. The theory is conditioned on the fact that resources are not homogeneous and are limited in mobility. He argues that a firm can translate these resources and capabilities into strategic advantage if, they are valuable, rare and inimitable and the firm organized to exploit them. International journal of research in management and technology (2012), indicates that, resource based theory stems from principle that, sources of organizational competitive advantage depends on unique resources and capabilities that, a firm possesses not mainly their positioning in internal environment or simply evaluating environmental opportunities and threats in conducting business. Buford and Kennedy (2011), claim that resource base view predicts that, certain types of resources owned and controlled by the firms have potential and promise to generate competitive advantage and eventually superior firms' performance. Hill and Jones (2008), found that, firms resources includes, assets, capabilities, organization processes, firms attributes, information, knowledge that enables firms conceive and implement strategies that improves its efficiency and effectiveness. The author further argue that a firm is said to have competitive advantage when it is implementing value creating strategy not, simultaneously being implemented by current or potential competitor and that, a firm resources must be valuable, rare, imperfectly imitable and no strategically equivalent substitute. Khairuddin (2005) views human resource based theory as one, emphasizing on importance of human element in strategy development and business success of organization. The researcher argues that, the source of firms' competitive advantage lies in highly skilled and efficiency workforce and awareness that the greatest assets of any organization are people. The researcher observes that currently employers are investing on employees training because, they perceive them as greatest asset and that human resource approach applies psychological aspect of human nature to manage organization.

Technology User Acceptance Theory

In the earlier theory, Dillon and Morris (1996) noted that, as technological use spreads across society, organizations becomes more dependent on information technology and the concern with designing information system that will be used appropriately grows. The theory asserts that the more usable a technology is made, the greater its chances of proving acceptable to users.

Shackle (2001), argues that, acceptable system is the one that appropriately satisfies requirement for user utility, usability and cost. User acceptance theory demonstrates willingness within user group to employ information technology for tasks it is designed to support. The study further point out that, lack of user acceptance is significant impediment for the success of new information system. The study views user acceptance as pivotal factor in determining success or failure of any information system.

Rogers in the 1962 theory of innovation diffusion, provides general framework within which the social impact of technology can be modeled and provide insights in the characteristics of those groups who will adopt a technology and predict how any one group will receive the new technology. Understanding why people accept information technology helps to better, methods for designing, evaluating and predicting how user will respond to new technology.

Contingency Theory

Ferguson (2012), comments that, contingency theory centers on the notion that there is no single best approach to manage organization. The study suggest that, organizations should not be managed by one single fit or approach but should work out unique managerial strategies depending on a particular conditions or situations they are facing. Ologbo and Kwakye (2012), commented that, contingency approach is the perspective of management that emphasizes that no single way to manage people at work is best fit for all situations the author encourages managers to study individuals and situational difference before deciding any course of action.

Conceptual Framework

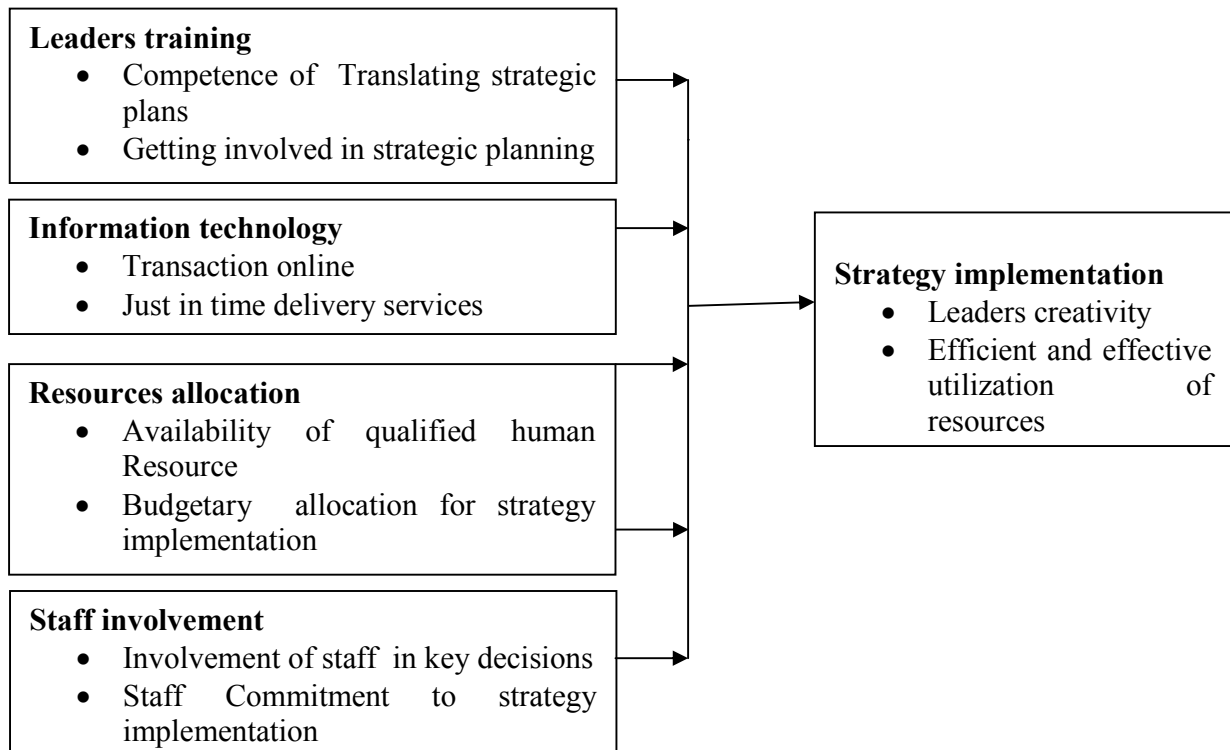


Fig 1 Conceptual Framework

RESEACH METHODOLOGY

The study adopted descriptive survey design. The descriptive study method was appropriate for this study because it explores and describes the relationship between variables in their natural setting without manipulating them. The study unit of observation was the individual staff of Tower SACCO using survey and the unit of analysis was the groups, drawing conclusion from the cluster characteristics, of the data collected from individuals. The study targeted the whole population size of tower SACCO being 88 respondents, who are all the 12 Management Committee Members, all the 14 Top Level Managers, the 18 Middle level Managers and the 44 Lower Level employees of Tower SACCO. The respondents were drawn from all the 13 offices of Tower SACCO which are; the head office in Ol'Kalou Nyandarua county, branches in Ndaragua and Engineerin Nyandarua county, Maralal in Samburu county and nine small offices called satellite offices in; Gilgil in Nakuru county, Nyahururu in Laikipia county and Miharati, Wiyumiririe, Geta, Shamata, Mirangine, Ngano, and Kwa Haraka in Nyandarua county. The population of Tower SACCO is 76 employees and 12 management committee members. The sample size was 72 respondents, which made up 80% of total population. Borg and Gall (2013), indicate that, a researcher would have to use not less than 30% of target population as a sample size for it to be accepted as a good representative. Since the population of Tower SACCO is not homogeneous Stratifies Sampling techniques was applied to obtain representative sample.

The population was divided into sub population that were individually more homogeneous called strata based on levels in employment of, Management Committee, Top Level Managers, Middle Level Managers and Lower level Employees. The researcher then selected items from each stratum which constituted a sample. To select items for the sample from each stratum, Purposeful and random sampling was applied in arriving at sampled category of respondents. To get the number of item to be selected from each stratum and in allocation of sample size, the method of proportional allocation where sizes of sample from different strata are kept proportional to the sizes of the strata was done. Due to the fact that, each stratum is more homogenous than total population the research got more precise estimate by estimating more accurately, each component part to get a better estimate of whole sample. The study collected primary data using self-administered and semi-structured questionnaire and secondary data was taken from background work and literature review of other studies. The data were organized using descriptive statistics involving percentages; mean scores standard deviation, chi-square, to determine varying degree of responses. The required statistics were generated with the aid of computer software, Statistical Package for Social Sciences (SPSS). The study used the Regression Model

$y = \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + e$, y = Strategy Implementation, β_1x_1 = Leaders training, β_2x_2 = Information technology, β_3x_3 = Resource allocation, β_4x_4 = Staff involvement, e = error Term

For qualitative data the researcher used deductive approach. The research questions were used to group the data and then similarities and differences in qualities questions were found. This analysis was used because qualitative questions in the questionnaire were smaller components to the larger quantitative study. The focus was on the primary message content, attitude of respondent, whether content represent individual or shared ideas and the degree which respondent represent actual experience.

RESULTS

RESPONDENTS INFORMATION

The questionnaires were administered to a sample of 72 respondents, of which 50 were duly completed and returned. The return rate was therefore 66.7% thus making research effective. The respondents' age in years, managerial position at the SACCO, and the highest formal of education attained were noted and recorded. Their distributions were as discussed.

Respondents' Management Positions at the SACCO.

The study sought to find out the category of the respondents' position at the SACCO, both the purposeful and random sampling was applied in arriving at sampled category of the sampled respondents. Table 1 gives the summary of the categories of the respondents sampled.

Table 1 Engagement Level

Position	Frequency	Percentage
Management Committee	8	16.0
Top level management	8	16.0
Middle level manager	10	20.0
Lower level manager	24	48.0
Total	50	100.0

There was 24(48%) of the lower level managers, 10(20%) of middle level managers and 8(16%) for both the top management and management committee positions. The varied posts ensured objectivity of the study findings in establishing the determinants of strategy implementation in Savings and Credit Co-operative Organizations (SACCO).

Respondents' Age in years

This study interviewed all the randomly selected respondents without discrimination against their age. This ensured balanced and representative findings reflecting the opinion of the staff at the ground. This intended to find out whether different respondents' age groups differed significantly on their perceived implementation status of the strategic plans and decisions in savings and credit co-operative organizations (SACCO). The age distribution of the sampled respondents was summarized in table 2

Table 2 Age Distribution

Age bracket (in years)	Frequency	Percentage
18-28	18	36.0
29-39	16	32.0
40-50	13	26.0
Above 50	03	6.0
Total	50	100.0

The age of the most sampled respondents fell within 18-28 at 18(36%), followed by those within 29-39 age bracket and within 40-50 years at 13(26%). The least was the staff above 50 years of age at 3(6%). Every age bracket within the current work force was represented but at varied proportions.

Respondents' Level of Formal Education Attained

Respondents with different levels of formal education were interviewed. Formal education facilitates the acquisition of knowledge, values and habits which influence how one relates to his or her immediate environment. The respondents varied education levels were summarized in figure 2.

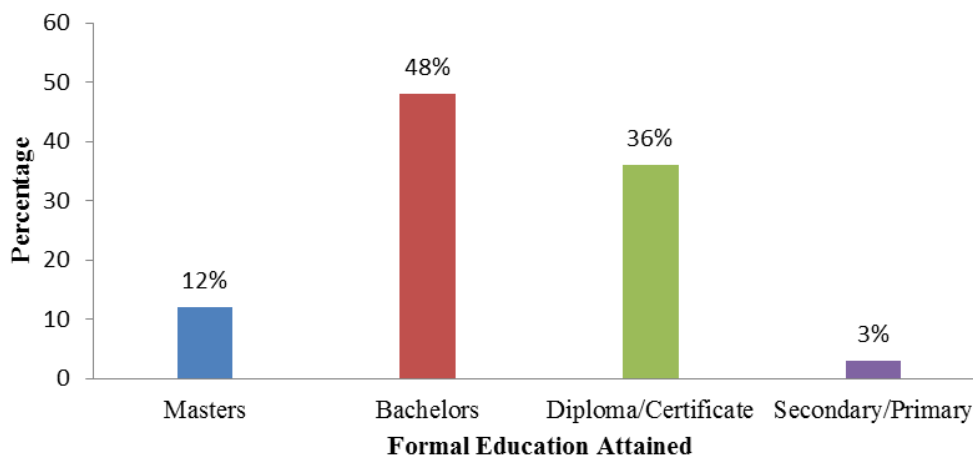


Figure 2: Formal education Attained

The highest level of formal education for the most of the respondents was bachelor degree at 24(48%), followed by 18(36%) with diploma or certificate as their highest level of formal education. There were 6(12%) master degree holders and the least was 2(3%) secondary or primary school certificate holders. All the respondents were computer literate and used computer in their place of work.

Linear regression

Regression Analysis is concerned with the study of the dependence of one variable referred to as the depended or response variable on one or more other variable(s) referred to as the Explanatory or predictor Variable(s), with a view to estimating and or predicting the population parameters. Linear regression was used to test the impacts of the respondents' level of formal education, age, engagement position, staff involvement level, application of IT, leaders training and the resource allocation on strategy implementation at Tower SACCO in Nyandarua County, Kenya. Since the dependent variable was continuous variable on whether the respondent perceived the rate of strategy implementation at Tower SACCO, To a Very Large Extent (1), To a Large Extent (2) To a Moderate Extent (3) To a Small Extent(4) Not at all (5)

It described the relationship between the linear response variable and a set of explanatory variables. The explanatory variables may be continuous or discrete such that.

$$y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \dots + \beta_k x_k$$

Whereby

y is the dependent variable

β_i denotes a vector of parameters,

X_i is often called the design matrix and

$X_i \beta_i$ is the linear component of the model.

The Model fitting test

This was done to test the appropriateness of using the logistic regression to predict the strategy implementation against the predefined explanatory variable using the data collected.

Table 3 Model Summary

Model	R	Adjusted R Square	Std. Error of the Estimate
1	0.591(a)	0.541	0.635

The adjusted R square value indicated that 54.1% variation of strategy implementation could be explained by the predictor variables; staff involvement, resource allocation, application of information technology, leaders training and respondents demographic information that included age, education level and management position within the SACCO. The normal probability plot of the regression standardized residues and the scatter plot confirm that there was no major deviation from normality.

Normal P-P Plot of Regression Standardized Residual

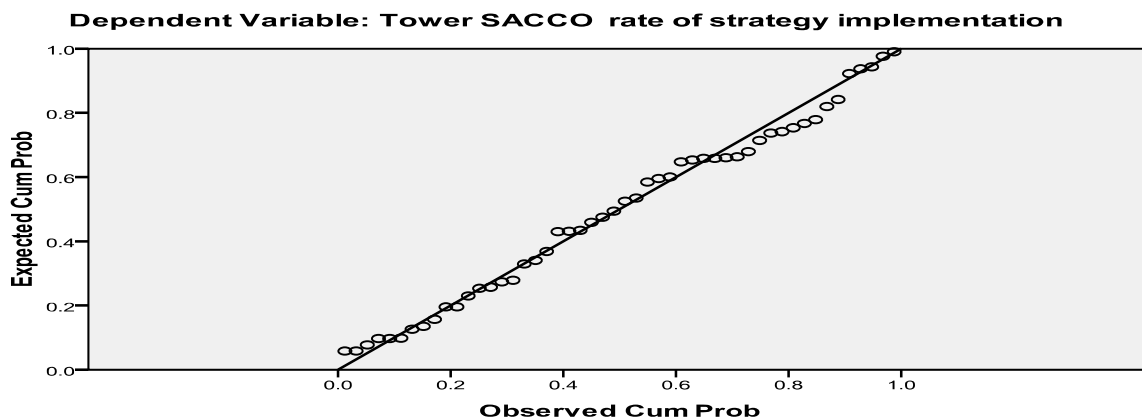


Figure 3 Normal probability plot

The normal plot tests indicated that the normality assumption was not violated; hence the model was fit for the data.



Figure 4 Scatter plot

The scatter plot indicated that the randomization assumption was not violated. The predicted values occupied most parts of the plot.

The Linear Regression Results

The linear regression was done to test the association and significance of the predictor variables on the status of the strategy implementation in Tower SACCO. The table of correlation indicated strong association between staff involvement and strategy implementation as summarized in table 4

Table 4 Correlations

Pearson	Rate SI	Position	Educ	Age	LT	IT	RA	Staff Involv
	1.000	.022	-.115	-.187	.243	.620	-.061	.756
Rate SI								
	.243	1.000	-.648	.386	1.000	.611	.638	.666
Position								
Educ	.022	-.648	1.000	-.186	.044	-.207	-.150	.010
age	-.115	.386	-.186	1.000	-.145	.097	.138	.060
LT	-.187	.044	-.145	.046	1.000	-.126	.072	.024
	.620	-.207	.097	-.126	.611	1.000	.762	.583
IT	-.061	-.150	.138	.072	.238	.762	1.000	.725
RA	.756	.010	.060	.024	.666	.583	.725	1.000
Staff Involve								
Significance (1-tailed)								
	.	.440	.213	.097	.044	.445	.336	.036
Rate SI								
	.440	.	.000	.003	.381	.075	.150	.474
Position								

Educ	.213	.000	.	.098	.157	.250	.169	.340
age	.097	.003	.098	.	.375	.192	.308	.435
LT	.044	.381	.157	.375	.	.000	.000	.000
	.445	.075	.250	.192	.000	.	.000	.000
IT	.336	.150	.169	.308	.000	.000	.	.000
RA	.036	.474	.340	.435	.000	.000	.000	.
Staff Involve								

Based on table of correlations it implied that there was a strong correlation between the strategy implementation and staff involvement (0.756) and information technology (0.620) which both statistically significant at $\alpha=5\%$. Since both had less than 0.05 significance values.

Table 5 ANOVA Table

Model 1	Sum of Square	df	Mean Square	F	Sig
Regression	7.740	4	1.935	3.577	.013 ^a
Residual	24.340	45	.541		
Total	32.080	49			

The ANOVA table results indicated that the model reached out to statistical significance since the sig=0.013 meaning $p<0.05$. Hence the null hypothesis that the multiple regression in the population equaled to zero was rejected.

The Coefficients

The model was able to tell the prediction contribution of each of the independent variables included in the study. The summary of the findings were recorded in table 6

Table 6. The Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	sig	Correlations			Collinearity Statistics	
	β	Std. Error				Zero-order	Partial	Part	Tolerance	VIF
1(Constant)	1.779	.336		5.303	.000					
Position	-.078	.136	-.110	-.574	.569	.022	-.088	-.075	.469	2.134
Age(yrs)	-.105	.157	-.121	-.667	.508	-.115	-.102	-.087	.520	1.925
Education	-.173	.163	-.159	-1.062	.294	-.187	-.162	-.139	.771	1.298
Leadership training	.296	.171	.036	1.572	.123	.243	.228	.204	.476	2.100
Information Technology	.033	.191	.296	.173	.863	.020	.026	.023	.392	2.548
Resource Allocation	-.661	.245	-.644	-2.696	.010	-.061	-.373	-.350	.296	3.381
Staff Involvement	.548	.222	.505	2.472	.017	.256	.346	.321	.404	2.474

The Linear Regression Equation

The overall model fit based on the beta values of the statistically significant variables at $\alpha = 5\%$ as summarized in table... was

$$y = 1.779 - 0.644x_1 + 0.505x_2 + \varepsilon \dots\dots\dots(i)$$

Whereby;

x_1Resource Allocation variable

x_2Staff involvement variable

εis the error term

yis the response variable (Level of strategy implementation in Tower SACCO).

The values; 1.779, -0.644 and 0.505 were the coefficients or betas which gave the magnitude and the direction of the response change when an independent variable of interest changes by a unit holding all other factors constant. 1.779 was the constant value of response variable at zero value of the independent variables

Therefore the level of strategy implementation in Tower SACCO could be predicted by using the regression equation or the fitted predictor model.

The Challenges in Strategy Implementation

Poor communication without clear structure of how the information should flow, leading to lack of team work was mentioned as the main challenge in strategy implementation. Failure to utilize IT fully in all the SACCO transactions was seen as the big hindrance to strategy implementation. Other challenges cited included; setting of unrealistic goals hence implying poor performance on the part of the staff, failure to set time and money to train the staff on strategic planning and implementation, not monitoring the strategy implementation process closely, not conducting regular and proper market research to identify the gaps hence redefine the SACCO mission and vision and lastly failure to choose the top and middle management team competitively.

Conclusion

The aim of this study was to establish the determinants of strategy implementation in Savings and Credit Co-operative Organizations (SACCO), a case study of Tower SACCO in Nyandarua County. far the SACCOS implemented the strategy decisions hence staff involvement was very key in Therefore the conclusions of the study were made within the framework of its scope that, the resources whether financial, time or human played a key role on influencing the level of strategy implementation in the SACCO. It was the single most determinant of how far the SACCOS implemented the strategy decisions hence by extension the level at which the goals could be realized. The human resource management and development was the second most determinant of how determining the level of strategy implementation. The application of information technology in service delivery was highly ranked as one among the most influencing factor on the level of the strategy implementation hence a key factor for SACCOS growth and development. Leadership training among the important factors influencing the level of strategy implementation in Tower SACCO, although it was not statistically significant at $\alpha = 5\%$ since its significant value was $0.823 > 0.05$. The respondents' demographic characteristics were not statistically significant predicting factors of strategy implementation level.

Recommendations

The SACCO needed to embrace IT fully in all its transactions for easy realization of strategy implementation. The SACCO needed to involve the staff more in the whole cycle of strategy operations starting from the planning stage to implementation and evaluations. Develop up-down and horizontal communication structures and modes for all employees. Set more resources for market research and diversify the operations and the products. This will aid in strategy implementation.

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