Implementation of Business Strategies in Parastatals in Developing Countries: Analysis of Influencing Factors using Tanzania Telecommunications Company Limited (TTCL)

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Abstract

This study sought to investigate the factors affecting implementation of business strategies in Tanzanian parastatals using the Tanzania Telecommunications Company Limited (TTCL) as a case of study. Specifically, the study assessed the influence of the following; - resource availability, employees' skills level, technology characteristics, organizational leadership, and organizational structure on implementation of a business strategy. From a five-point Likert scales questionnaire run to 111 TTCL officers across the country, data were subjected to a multiple regression analysis. Findings reveal that all hypothesized relationships (with exception of organizational leadership as well as organizational structure) had significant influence on implementation of a business strategy. Theoretically, the study findings imply that a successful implementation of a business strategy is a function of resource availability, technological characteristics and availability of competent and skilled employees. Parastatals thus need to be equipped with required resources including supply of modern technologies. Moreover, there should be continuous training so as to increase employees' skills level necessary for proper implementation of business strategies. Since this study only focused on TTCL and could not cover a wide range of government parastatals across Tanzania, other studies may be conducted in remaining parastatals in the country to expand the knowledge in that facet.

Keywords: Business Strategy Implementation, Government Parastatals, Telecommunication Company Limited, Resource availability, Employee skills, Technology characteristics, Organizational leadership, and Organizational Structure

Introduction

Among the major important elements to consider in increasing organizational performance is strategic management (Hrebiniak, 2006). Success of any organization depends on formulated strategies and how they are being implemented. In this regard, the need for strategic management has been increasing and becoming highly important towards operations and growth in various businesses across the world (Kurendi, 2013). According to Bernard and Mucai (2011), it is important to have a good and proper strategy within an organization because it provides the organization with a sense of purpose as well as direction through establishing realistic goals and objectives consistent with mission and vision that guide an organization to sustain in the market. It is also a key component for the organization's survival and growth because it is concerned with turning the formulated strategies into actions so as to achieve the planed organizational goals including objectives (Janis & Paul, 2005).

According to Tapera and Gororo (2013), formulation and implementation of various strategies act as a catalyst for promoting and ensuring attainment of planned organizational goals. Proper formulation and implementation of business strategies allow identification, prioritization and exploitation of opportunities as well as resources that can be used to add value in products or services that are being provided (Tapera and Gororo (2013). It provides an understanding of the rapidly changing environment and it allows fewer resources as well as less time to be devoted in correcting erroneous decisions (Tapera & Gororo, 2013).

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Therefore, strategic management is a key and the most important of all factors to be considered in any organization so as to guarantee their continuous success.

As strategy formulation and implementation are seen to be highly useful to organizations, many organizations/institutions have focused on strategic management to ensure that they are able to formulate and implement various strategies that are in hand with organizational needs. They do so in order to help them make arrangements for their businesses; how to build a loyal clientele; how to compete with their rivals; and how each part within an organization or firm will contribute towards performance and growth (Guerras-Martin, 2018). A business strategy is formulated at the business unit level and it emphasizes on strengthening the company's competitive position of products or services (Anna, 2015; Alharthy, 2017). It is the organization's working plan for achieving its vision; making priority of its objectives; competing successfully as well as optimizing its financial performance with its business model (Athapaththu, 2016). Porter (1991) categorizes a business strategy to include three basic strategies such as cost leadership strategy, differentiation strategy and focus group strategy whereby cost calls for being the lowest cost producer in an industry for a certain type of product or service at a given quality level. Differentiation focuses on development of a product or service that offers distinct or different features that are mostly valued by customers and they are different from products of competitors (Athapaththu, 2016). Focus group strategy concentrates on the narrow segment and within the selected segment and it attempts to achieve either cost leadership or differentiation strategy (Walker, 2009).

Although formulation and implementation of a strategy are considered to be highly important, proper implementations of those strategies is even more important (Guerras-Martin, 2018; Nkosi, 2015). According to Guerras-Martin (2018) implementation of the strategy is critical to organizational success because it is what normally determines the firm's or organization's performance. It involves turning the formulated strategies into actions including performance control, allocating resources as well as motivating the stakeholders so as to achieve strategic goals. (Peng &Littlejohn, 2001; Hoang & Ngunyen, 2017). Yet, evidence indicates that proper formulation and implementation of strategies are very difficult processes among many managers from various organizations (Jeremiah &Kabeyi, 2019; Ibrahim, 2017; Walker, 2009). For example, Ana (2010) exemplifies that nine out of ten strategies fail due to implementation process. A similar trend is also noted in Tanzania by Mwijage (2011) who argues that there has been a high trend of failure of strategies among organizations in Tanzania due to improper implementation. Despite the existence of so many strategies, still it has been observed that various parastatals fail to implement them. Ibrahim (2017) the already formulated strategies in a number of parastatals such as TTCL and Air Tanzania Company Limited (ATCL) have not been properly implemented. Ibrahim (2017) observes that for the past fifteen years, TTCL has failed to promote competitiveness and productivity against other privately owned telecommunication companies such as Vodacom, Tigo, Airtel and others that reported to be highly profitable (World Bank, 2010). In addition to that, the CAG report (2021) indicates that ATCL has consistently reported loss for consecutive five years from 2015.

Despite an increase in failure to implement business strategies in Tanzania parastatals, there is a scanty literature on factors affecting implementation of their business strategies. Hoang and Ngunyen (2017), who analyzed factors affecting business strategy implementation of Vietnam Garment companies, showed that there is a positive relationship between business strategy implementation with characteristics of human resources, corporate culture, organizational structure and communication. Other studies like that by Janis and Paul (2005) associated successful implementation of business strategies with managerial behaviours, rewards management, resource allocation, and institutional policies. Moreover, Rajasekar and Khoud (2014)analyzed factors affecting effective strategy implementation in a service industry in Oman and found that leadership was the most important factor in influencing successful implementation of strategies in the service sector. However, the study by Bernard and Mucai (2011), on the factors affecting implementation of strategic plans in government tertiary institutions in Kenya, found no relationship between managerial behaviors, rewards management, resource allocation, institutional policies and implementation of strategic management plans in the said institutions. Nevertheless, results from studies by Peng and Littlejohn (2001); Chikwindi (2012); and Rajaseker (2014) are inconclusive and lack consistence. The extent to which this holds true from one organization to another varies from one organization's setup to another. For example, the situation in public organizations may be different from private organizations. Besides, existing studies are mostly from developed countries, while those from developing countries are few. Consequently, factors that affect the business strategy implementation process have always remained blurred.

Nonetheless, despite a number of similarities to other developing countries, Tanzania has a number of contextual differences from its counter parts in Africa and the region in terms development level and degree of competition in markets. According to the 2014-2015 *Global Competitiveness Index,* Tanzania ranks 31st l on indicators such as intensity of local market competition and extent of market dominance. It is lower than Kenya (McIntosh, 2016). The Global Competitiveness Index 4.0 2019 economy rankings indicate that Kenya and Ghana ranked high in the economy by 54.1 and 51.2 as compared to 48.2 for Tanzania (Schwab, 2019). Furthermore, the general inability of many Tanzanian firms to compete in the export markets suggests constraints on domestic competition as well. The existing evidence suggests that Tanzania's telecoms industry is the most competitive, in terms of being relatively less concentrated, in terms of market share than the telecoms industry in Kenya, and key advances that reduce barriers to competition have been achieved, such as interoperability of mobile financial services (McIntosh, 2016). In due regard, it was highly impressive to conduct this study in Tanzanian context by examining the factors affecting the implementation of business strategies among the government parastatals. Specifically, the study assessed the influence of the following; - resource availability, employees' skills level, technology characteristics, organizational leadership, and organizational structure on implementation of a business strategy.

Literature review

Resource Based View Theory

Resource-Based View (RBV), as invented by Barney (1991), is one of the most commonly used theoretical frameworks within strategic management (McCluskey, 2015). The theory states that, "the success of a firm is based on the internal resources and capabilities that it holds in control which may become a source of competitive advantage" (Humphreys & Wall, 2009). According to Barney (1991), the RBV entails how the organization can utilize its internal resources and capabilities in order to achieve its intended objectives. Scholars normally have been always relating dynamic capabilities to RBV and in the process, defined it as the key strategic and organizational tool used by managers to alter their resource bases so as to generate new value-creating strategies (Kostopolous, Spanos & Prastacos, 2002).Dynamic capabilities encompass the ability to integrate, build and reconfigure the internal and external environments, which promote sustainability of its competitive advantages (Talaja, 2012). This is the view or opinion held firmly by Mweru and Muya (2015) that for a resource to produce a competitive advantage, it must be valuable, imperfectly immutable, rare among competitors and should not be substitutable by competitors.

Strategy implementation is based on internal and external factors required to promote efficiency and improve processes, knowledge and expertise gained so as to create opportunities for real competitive advantage (Talaja, 2012). The Resources-Based View Theory essentially emphasizes that organizations should efficiently and effectively use their internal resources for effective strategy management, implementation, sustainable development and competitive advantage (Grant, 1991). This view leaves behind the external environment or resources and their effects on strategic implementation. According to Jeremiah &Kabeyi (2019), strategic management requires significant considerations of external environment including investment in market research and forecasting as well as being customer oriented to deal with competition. It was from this reason that other theories such as Porter Five Forces Model, and MIT's 90 Framework were used by this study.

Porter's Five Forces Model

According to Porter's theory, a firm is required to construct a secure position in an industry through competitive strategy in order to allow the firm to deal effectively with five competitive forces and thus, produce a sustainable competitive advantage (Porter, 1985). According to Sammut-bonnici (2017), strategically confronting industrial forces in which an industry operates is very important in order to maintain the firm's profitability. Industry's attractiveness depends on strength of the five forces in the business environment that influence competition as well as profitability. Those five forces are firm's competition within the industry, bargaining power of the supplier, bargaining power of the buyer, threat from new entrants and availability of a substitute product (Wirth, 2001).

Porter (2008) adds that the five industry level forces govern the in-built profitability of the industry. According to Porter (1991), a strategy can be observed as constructing best defences besides the five competitive forces or as determining positions in the industry where the forces are the weakest. The examples include: cost leadership strategy – becoming a comparative low cost supplier of services in relation to competitors in the industry; differentiation strategy – providing services differently and by adding value to compete against the rivals; innovation strategy – discovering new methods of doing business, including establishment of new products and services, entrance into new markets and market segments; development of new business coalitions; and focus strategy by concentrating resources in a narrow market segment (Wirth, 2001). Therefore, the Porter's five forces model implies that organizations should seek strategic means for them to achieve their organizational objectives and definitely attain sustainable competitive advantages.

Max Weber's Bureaucratic Model

According to Jerome (2013), Max Weber characterized bureaucracy as a system of administration whose main thrust is achieving efficiency in organization. The organization's operations to achieve results are normally guided by laid down rules, regulations, methods and procedures. Bureaucracy means a system in which emphasis is placed on legal-rational knowledge, leadership, qualification and experience as criteria or standards for selection (Serpa & Ferreira, 2019). Positions, which are hierarchically organized, are normally determined by qualification, knowledge, skills and experience, while rewards as well as promotions are awarded on merit (Frolian, 2018). Weber's concern was on how to ensure cohesion in social organizations and achieve a stated set of goals including objectives through efficiency (Jerome, 2013). According to Warwick (1975), bureaucracy is the basis for systematic formation of any organization and it is designed to ensure that efficiency as well as economic effectiveness are achieved, capable of attaining the highest degree of efficiency and is in this sense, formally that there are the most rational known means of carrying out imperative control over human beings. This study used this theory because it shows the importance of having laid down procedures, rules, regulations and other methods that are essential for good leadership in an organization; and these are essential in successful implementation of any strategy. Furthermore, the theory shows how organizations can achieve their set objectives and goals through efficiency.

The MIT 90's Framework

The MIT 90's Framework is about critical success factors for a strategy implementation. It was developed by the team led by Michael S. Scott Morton at the Massachusetts Institute of Technology as the way to describe alignment between strategy and Information and Communication Technology (ICT) through harmony of some key issues, which include strategy, structure, technology, individual roles and management processes (Scott-Morton, 1991; Hardaker & Singh, 2011). According to Kaur and Aggrawal (2013), the framework provides success factors as internal and external environments. Internal environment is an organizational environment composed of elements within the organization and they include organizational strategy, structure, process, technology, people and their roles (Teh & Corbitt, 2015). External environment means an organizational environment composed of all outside factors that have an impact on business operations (Hardaker & Singh, 2011). The external environment is composed of external special economic environment and external environment of science and technology development (Marugesan & Karthikeyan, 2016).

Moreover, the framework explains the relationship between internal and external factors in effective system management within an organization. In addition, the framework shows that there is a strong relationship between internal and external variables in facilitating efficient as well as effective system management within an organization (Hardaker & Singh, 2011). MIT90's model can be used to highlight some mechanisms for supervision. Therefore, it is essential for passionate equilibrium with each other as a comprehensive and reliable model for supervision (Kaur & Aggrawal, 2013). Therefore, the framework is useful in assisting organizational stakeholders in understanding success factors that will enable them to implement the formulated strategies in a good way so as to achieve their planned objectives (Wanyama, 2001). According to the MIT 90's Framework, an organization needs to examine its management processes, structures (lines of communication) and skills (individuals and roles), and if necessary redesign them so as to be consistent with, and to support one (Scott-Morton, 1991). The framework was useful to explain the proposed relationship between internal and external factors in successful implementation of business strategy and it aimed at expanding its critical success factors that make government parastatals (for example, TTCL) achieve their goals through proper strategy implementation.

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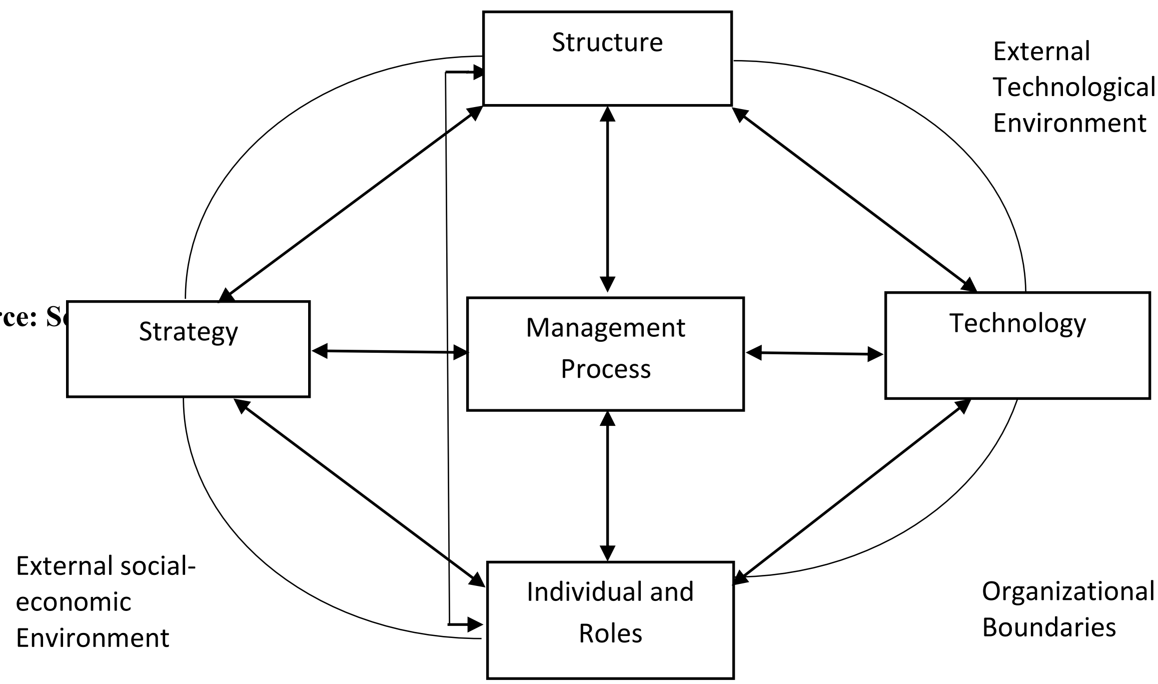

Figure 1: MIT 90's Framework

Empirical Review

A number of studies have investigated factors affecting business strategy implementation in government parastatals. One of the studies is by Kiplagat (2014) at KRA who observed that organizational structures and strategic processes were a challenge to strategy implementation. Kiplagat (Ibid.) recommended that KRA should make adjustments to their organizational structure and there had to be better use of time and efforts as well as eliminate unnecessary errors in strategy implementation. On the other hand, Maiyo

(2013) study on agricultural sector based parastatals in Ghana indicated that organizational culture together with lack of coherent and effective teams were the major challenges of strategy implementation and it was recommended that there should be an alignment of the organizational structure to strategic plans so as to ensure the attainment of financial stability, human resource satisfaction, and customer focus and overall enhanced profitability.

Rajasekar and Khoud (2014) study in electricity distribution companies in the sultanate of Oman showed that leadership, culture and organizational structure have an influence on strategy implementation, which in turn enable them to operate well. A study by Nabwire (2014) conducted to employees in Barclays Bank of Kenya stated that organizational design and structure, resource allocation, and business environment have an influence on strategy implementation. It was recommended among others that a reward system needs to be put in place so as to retain advocates and supporters of strategy implementation. Also Kihara, Bwisa and Kihoro (2016) stated that technology is the vital dynamic capability required by all manufacturing firms to attain superior performance and strong competitive advantage among rivals.

Also a study by Ochola (2015) on effect of management skills on strategy implementation by SMEs in pharmaceutical industry in Nairobi city county in Kenya recommended that there should be employees' training to increase their skills level that will be instrumental increasing their performance towards implementation of the strategy. Ochola (2015) recommended that once a strategy has been formulated, the company should first develop a mission statement that attempts to clarify the organization's values, purposes and directions. Olang (2015) in his study stated that communication is a key component in achieving organizational objectives. Therefore, the use of internal communication channels and procedures within the organization as well as focusing on ensuring that the staffs are aware of the organization's objectives and their key roles towards realization of mission and goals were important for successful strategy implementation. According to Hoang and Ngunyen (2017), there is a positive relationship between business strategy implementation with characteristics of human resources, corporate culture, organizational structure and communication.

Kurendi (2013) highlighted factors that influence implementation of formulated strategies. Those factors include top management commitment, clear identification of activities to be carried out to effectively implement strategy, existing legal requirements, existence of budgetary allocation and internal control mechanisms. Kurendi (2013) opines a high need for management commitment, clear identification of the required activities and proper budget for proper implementation of the formulated strategies.
Despite the phenomenon being studied elsewhere in developing countries, the contextual market environment differences between telecoms industry in Tanzania triggered a need to conduct this study. According to McIntosh (2016), the business environment in Tanzania make the telecoms industry to be more competitive in terms of market share including the key advances that reduce barriers to competition, as compared to its counterparts in Kenya, Ghana and others. The study therefore has five hypotheses as follows:

H1: Organizational structure influences business strategy implementation among the parastatals in Tanzania.
H2: Organizational leadership influences business strategy implementation among the parastatals in Tanzania.
H3: Technological factors influence business strategy implementation among the parastatals in Tanzania.
H4: Resource availability influences business strategy implementation among the parastatals in Tanzania.
H5: Employee skills level influences business strategy implementation among the parastatals in Tanzania.

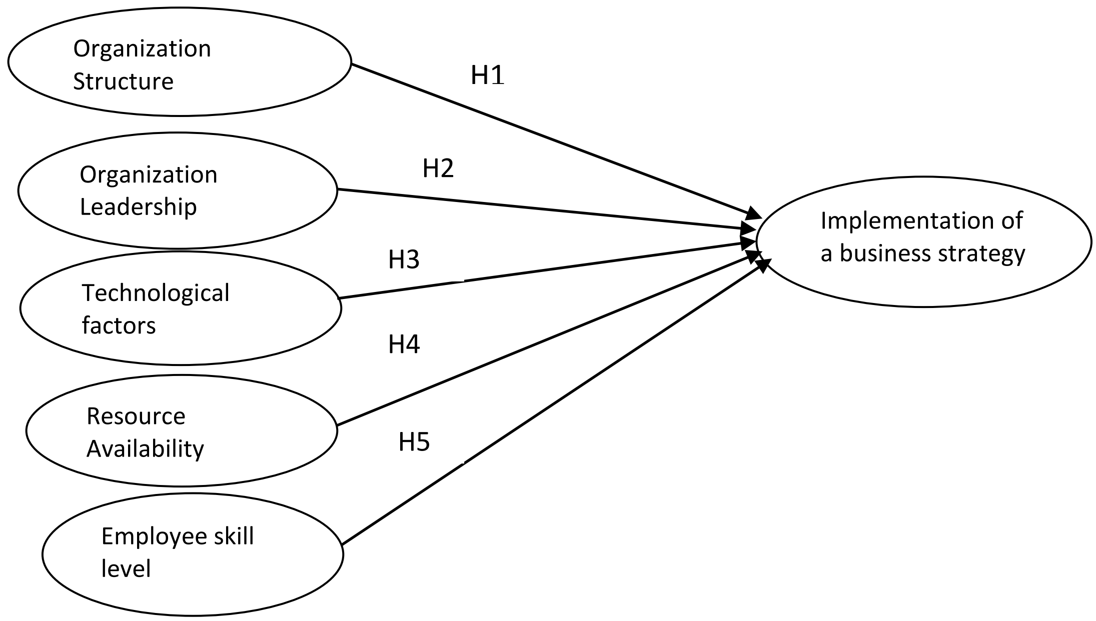

Figure 2: Conceptual Framework

Methodology

This study was conducted in TTCL that has been operating in a real stiff competitive environment. Currently, in Tanzania there are seven telecommunication companies: namely, Airtel, Tigo, Vodacom Tanzania, Zantel, Smart, TTCL, and Halotel (TCRA, 2018). Respondents for the study were picked from the TTCL's headquarters in Dar es Salaam, as well as from Central, Southern, Northern, Lake and Western zones. A total population was 884 respondents (274 from Dar es Salaam Business Unit; 106 from Zanzibar; 193 from Northern zone; 171 from Lake zone; and 142 from Southern Zone). A sample of 111 TTCL's employees was selected through a simple random sampling; as it was ease to establish a sampling frame from which respondents would be picked. A five point Likert scale questionnaire from "1 = strongly agree" to "5 = strongly disagree" was used to TTCL staffs to assess respondents' perceptions on the hypothesized factors. The cross-sectional explanatory research design was chosen in order to allow the researcher to analyze the data from a population at a specific point in time. Analysis was done using descriptive analysis and multiple regression analysis was run through Statistical Package for Social Sciences (SPSS) to determine the relationship between dependent and independent variables.

Reliability of the scale was ensured through Cronbach's Alpha test to a data collected through a pilot study to 20 staff. The scale was considered reliable when the Cronbach's Alpha value was 0.7 or more. Hair et al. (2010) argues that Cronbach alpha values of 0.7 or above proves that instrument is reliable. The reliability test presented in Table 1 indicates that the instrument was reliable. For validity, the questionnaire was developed with an aid of professionals in Strategic Management. Also each respondent received a preamble describing the objective of the study and its implications. The responses were verified for correctness and reasonability and unclear questions were corrected to make them understood to all respondents.

Table 1: Cronbach's Alpha Coefficients

Construct	Number of Items	Cronbach's Alpha Value
Resource Availability	3	.704
Employee skill level	4	.802
Technology factors	6	.742
Organizational Leadership	4	.770
Organization structure	6	.780
Business Strategy Implementation	6	.710

Findings

Respondents Demographic Information

This section presents respondents' demographic characteristics such as gender, age, marital status, education level, working experience and working department.

Table 2: Respondents Demographic Characteristics

		Frequency	Percentage (%)
Gender	Male	63	56.8
	Female	48	43.2
Age	Between 26 to 35 Years	47	44.1
	Between 36 to 45 Years	53	38.7
	46 years and above	11	9.9
Education level	Certificate	9	8.1
	Diploma	21	18.9
	Bachelor Degree	59	53.2
	Masters	22	19.8
Work Experience	Less than 2 Years	20	18.0
	2 to 4 Years	49	44.1
	5 to 7 Years	31	27.9
	More than 8 Years	11	9.9
Working Department	Procurement	4	3.6
	Human Resource	5	4.5
	Sales	27	24.3
	Marketing	21	18.9
	Product	5	4.5
	Public Relation	3	2.7
	Accounting	6	5.4
	Finance	2	1.8
	Customer Service	19	17.1
	Information Technology	10	9.0
	Quality Management	3	2.7
	Internal Audit	6	5.4

Results from Table 2 show that 63 (56.8%) respondents were males and the other 47 (43.2%) respondents were females. The results showed further that 47 respondents, equivalent to 42.3 percent, had age between 26 and 35 years. In addition, 53 (47.7%) respondents ranged between 36 and 45 years, while 11 (9.9%) respondents were above 46 years.

Furthermore, the results revealed that 9 (8.1%) respondents had attained certificate education level, 21 (18.9%) respondents had diploma, 59 (53.2%) respondents had a bachelor degree and the other 22 (19.8%) respondents had a master degree. This implies that the questionnaires were answered by knowledgeable individuals in the sector. On work experience, the results revealed that 20 (18%) respondents had less than 2 years of work experience; 49 (44.1%) respondents had 2 to 4 years of work experience. Moreover, 31 (27.9%) respondents had work experience of 5 to 7 years, while the other 11 (9.9%) respondents had more than 8 years of work experience.Moreover, the results showed that 4 (3.6%) respondents were in procurement department; 5 (4.5%) respondents were in human resource department; 27 (24.3%) respondents were in sales department; 21 (18.9%) respondents were in marketing department; 5 (4.5%) respondents were in product development department; and 3 (2.7%) respondents were in public relations department. Also, 6 (5.4%) respondents were in accounting department; 2 respondents (1.8%) were in finance department; 19 (17.1 %) respondents were in customer service department; 10 (9%) respondents were in information technology department; 3 (2.7) respondents were in quality management department and the rest 6 (5.4%) respondents were in internal audit department.

Results based on study objectives

The objectives of the study were: to assess the influence of resource availability, employees' skills level, technology characteristic, organizational leadership; and, organizational structure on implementation of a business strategy. The multiple regression analysis was run to hypothesized independent variables (resource availability, employees' skills level, technology characteristic, organizational leadership) against the dependent variable (implementation of business strategy).Before regression was run a correlation analysis was done to see the extent which two variables are related before further analysis. The findings in the Table 3 indicate that, the correlations coefficients are not above 0.7 (which is good) and therefore all variables were retained for subsequent analysis. See also Hair et al. (2010).

Table 3: Correlations

		Resource availability	Employee skills	Leadership	Structure	Technology	Strategy implementation
Pearson Correlation	Resource availability	1.000					
	Employee skills	.167	1.000				
	Leadership	.141	.421**	1.000			
	Structure	.574**	.347**	.639**	1.000		
	Technology	.656**	.210*	.674**	.667**	1.000	
	Strategy implementation	.690**	.043	.442**	.762**	.795**	1.000

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

The regression results in Table 4 show the overall influence of the independent variables (resource availability, employees' skills level, technology characteristic, organizational leadership, and organizational structure) on the dependent variable (implementation of business strategy). This is well elaborated using the value of R^2 which shows the explanatory power of independent variables of the hypothesized dependent variable. From the findings, it is clear that implementation of business strategy among government parastatals is affected by resource availability, employees' skills level, technology characteristics, organizational leadership; and organizational structure by 73.6%.

All the predictor variables (except organizational leadership) had positive influence on outcome variable (strategy implementation). Organizational leadership on the other hand had negative influence on outcome variable (strategy implementation). Besides, all variables were found to significantly influence strategy implementation with exception of organizational structure and organizational leadership whose influence on strategy implementation was insignificant. Furthermore, the ANOVA results indicate that the model is significant in predicting the implementation of business strategies as the actual significant value is less than the hypothesized significant value of 0.005. In this case, resource availability, employees' skills level, technology characteristic, organizational leadership; and organizational structure make a unique contribution to outcome variable implementation of business strategies. The other remaining influence (26.4%) is attributed by other factors and concerns outside the study hypotheses.

Table 4: Multiple Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B	
		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
1	(Constant)	-1.344	.586		-2.292	.024	-2.506	-.181
	Resource Availability	.373	.090	.331	4.162	.000	.195	.551
	Technological Characteristic	.445	.163	.525	2.727	.007	.121	.769
	Organization Structure	.107	.161	.122	.666	.507	-.212	.427
	Organization Leadership	-.143	.095	-.130	-1.510	.134	-.332	.045
	Employee's Skills Level	.636	.144	.244	4.417	.000	.351	.922

R=0. 858; R Square= 0.736 ; Adj R Squire= 0.723 ; ANOVA (F= 58.520; p= 0.000); Durbin Watson= 0.927

a. Predictors: Resource Availability, Technological Characteristic, Organization Structure, Organization Leadership, and Employee's Skills Level
b. Dependent Variable: Implementation of Business strategies

From Table 4, unstandardized coefficients indicate how the independent variables vary with the dependent variable when other independent variables remain constant. As for the variables under study, the unstandardized coefficient β of resource availability is equal to 0.373, corresponded to 37.3 percent, which indicates that an increase in resource availability in an organization (TTCL) results into 37.3 percent increase in business strategy implementation. The unstandardized coefficient β for employee's skills level is equal to 0.636, equivalent to 63.6 percent, which explains that employee's skills level leads to an increase in strategy implementation by 63.6 percent.

Also, the unstandardized coefficient β of technological characteristic variable is equal to 0.445, which is equivalent to 44.5 percent. This shows that an increase in technological characteristic results into 44.5 percent increase in implementation of a business strategy in an organization. The organizational leadership variable being insignificant at p=0.134 may be in line with the contingency view of management, that organizational leadership may vary depending on the situation in context. Lastly, the unstandardized coefficient β of organizational structure is equal to 0.107, equivalent to 10.7 percent. This shows that an increase in improvement in organization structure results into 10.7 percent increase in implementation of a business strategy. Yet both organization leadership and organizational structure had insignificant influence of business strategy implementation. Therefore, all variables were seen to have a positive relationship with business strategy implementation except for organizational leadership variable.

Discussion of the Findings

Findings revealed that resource availability, employee's skills level and technological characteristic variables have positive relationship and all are statistically significant to the model at $p < 0.05$. The other independent variables (organizational structure and organizational leadership) were found to be statistically insignificant on explaining their effect on implementation of a business strategy although organization structure had a positive effect and the organizational leadership variable was found to have a negative effect.

For the effect of resource availability variable on implementation of business strategy, findings indicated that resource availability has a positive influence on implementation of a business strategy and were statistically significant in explaining about the implementation of a business strategy with a t-value of 4.162 and a p-value of 0.000. The variable is significant in explaining about the implementation of a business strategy. It means that implementation of business strategies among the parastatals is affected by resource availability. Thus, the availability of resources such as human, financial, technology and time resources will result into proper implementation of business strategies among parastatals.The findings support resource based theory by Barney (1991) that states the successful implementation of a firm or an organization strategy is based on internal resources and capabilities that it holds in control, which may become a source of competitive advantage. Therefore, the theory stipulates that for proper implementation of the business strategy, the organization should efficiently and effectively use its internal resources for effective strategy management, implementations, sustainable development and competitive advantage.

Also, the findings are in line with Five Forces Model by Porter (1985), which stipulate that organizations should seek strategic means for them, which include having adequate resources so as to achieve proper implementation of strategies as well as their organizational objectives and definitely attain sustainable competitive advantages. Similarly, results from the study by Kiror and Moronge (2016) found that resource availability was among determinants of corporate strategic plans in Kenyan parastatals.

Employee's skills level had a positive influence on implementation of a business strategy and it was statistically significant in explaining about the implementation of a business strategy with a t-value of 4.417 and a p-value of 0.000. Employee's skills level is significant in explaining about implementation of a business strategy. It means that implementation of business strategies in parastatals is affected by the employees' skills level. With that regard, if employees' skills level is high it will result into proper implementation of business strategies in parastatals.The findings from this study are supported by the resource based view theory by Barney (1991), which explains that for proper implementation of the business strategy, the organization should efficiently and effectively use its internal resources including employees' skills level for proper formulation, implementation and management of the strategies for appropriate operations among parastatals.Also, the study by Ochola (2015) revealed that management skills including employees' skills level affect implementation of strategies in the services and employees' training is required to increase their skills level in an attempt to increase their performance towards implementation of formulated strategies. Yet unlike the study by Ochola (2015), which was conducted on pharmaceutical industry in Nairobi - Kenya, this context for this study was different, thus adding important information to the existing body of knowledge on business strategies implementation.

With regards to technological characteristic variable, the findings showed that technological characteristic has a positive influence on implementation of a business strategy and were statistically significant in explaining about the implementation of a business strategy with a t-value of 2.727 and a p-value of 0.007. Therefore, the variable is significant in explaining about implementation of the business strategy. It means that implementation of business strategies among government parastatals are affected by the technological characteristic. In relation to that, if there is a presence of good and current technology, it will result into proper implementation of a business strategy among parastatals and in order to increase their performance to achieve growth, they should invest in technology as a tool for proper business strategy implementations.

The findings are in line with the MIT 90's framework by Hardaker and Singh (2011). The MIT 90's framework model describes alignment between strategy and ICT through harmony of some key issues, which include strategy, structure, technology, individual roles and management processes. The MIT 90's framework explains the proposed relationship between internal and external factors one of them being technological factor for successful implementation of the business strategy. However, Hardaker and Singh (2011) study's focus was on e-learning among UK universities, as opposed to the current study, thus adding important knowledge contribution to business strategy implementation by parastatals. Similarly, results from the study by Kihara, Bwisa and Kihoro (2016) on the role of technology on strategy implementation and performance of manufacturing small and medium firms in Thika, Kenya, show that technology had the highest influence on manufacturing SMEs' performance. Also, the study found that technology is the vital dynamic capability required by all manufacturing firms to attain superior performance and strong competitive advantage among rivals. However, unlike Kihara et al., (2016) on SMEs in Thika, Kenya, this study investigated the phenomenon in parastatals that is contextually different in terms of ownership, size and mode of operations.

On the variable of effect of organizational leadership on implementation of the business strategy, the findings indicated that organizational leadership has a negative influence on implementation of a business strategy and was found to be statistically insignificant in explaining the implementation of a business strategy with a t-value of -1.510 and a p-value of 0.134. Therefore, the variable is insignificant in explaining about implementation of a business strategy. It means that implementation of business strategies among parastatals is not affected by organizational leadership. This is contrary to what other literatures suggest. It is contrary to the study by Khoud (2014) and Nabwire (2014) that found that organizational leadership positively and significantly influence business strategies implementation. Thus the hypothesized relationship was rejected.Since organizational leadership has a negative effect on business strategy implementation, results also support the Max Weber's Bureaucratic Model by Jerome (2013). The theory shows the importance of having laid down procedures, rules, regulations and other methods that are essential for good leadership in an organization and also, they are essential in successful implementation of any strategy. Also, the Max Weber's Bureaucratic Model concludes that for the aim of achieving efficiency, organization's operations for achievement of results are normally guided by laid down rules, regulations, methods and procedures, which are essentials of good leadership.

On the variable, which determines effect of organizational structure on implementation of the business strategy, findings indicated that organizational structure has a positive influence on implementation of a business strategy and was found to be statistically insignificant in explaining about the implementation of a business strategy with a t-value of 0.666 and a p-value of 0.507. It means that implementation of business strategies among parastatals is not significantly affected by organizational structure. As organizational structure has a positive influence on implementation of a business strategy. According to Structural Contingency Theory by Donaldson (1995), there is no single structure or structural type optimal for all organizations. Therefore, the structure, which is the most effective, is that structure that may fit with certain factors called contingencies. In other words, organizational structures are normally designed in variety of ways, depending as required by the contingencies. The fit between organizational structure and contingencies leads to high organizational performance and change in organizational structure may start with lack of fit caused by change of the organizational contingencies (Sayilar, 2016; Van de Ven & Ganco, 2013).

Conclusion and Recommendations

It was concluded that resource availability and employees' skills level were the most influential of all factors. They were followed by technological characteristics. Organizational structure and organizational leadership variables were found to have no significant influence on business strategy implementation. Pertaining to results from the study, organizational structure and organizational leadership factors should not be ignored because they were found to have an effect on business strategy implementation, meaning that business strategy implementation in any how requires organizational structure that fits with the organization's requirements with a good kind of leadership that fits with the organization as well as employees' requirements.

It is further recommended that available resources should be equally distributed and used in a proper way to enhance an effective implementation of formulated strategies; organizational structure should be designed in a proper way to avoid bureaucratic bottlenecks in order to enhance organizational flexibility in strategy formulation; and implementation, organizations should invest much in technology, which fits with the organization's requirements in order to have proper strategy implementation that will enhance growth and expansion of organizations. Continuous training should be practiced so as to increase employees' skills level necessary for proper formulation, implementation and management of the business strategies. There should be appropriate leadership to match with organizational requirements in order to maximize efficiency towards implementation of formulated business strategies and achieve organizational goals.

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