Influence of Strategic Planning on Implementation of Organization Structure at Safaricom Public Limited Company

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Abstract: *The business environments in which organizations operate present a challenging context resulting from the many factors which companies have to compete with in a complex unpredictable changing environment ranging from technological development, and exploitation of knowledge, brisk consumer preferences changes, globalization and rapid dissemination of new technologies. The service providers are not doing enough to cater for the needs and preferences of their organization structure on the need to improve performance. The researcher's objective was to investigate the influence strategic planning on implementation of organization structure at Safaricom Public Limited Company. The study employed mixed research design since it minimizes biasness. The study target population was 120 employees of Safaricom Public Company Limited, Kenya. This study used primary data which was collected using questionnaires for the research project. Census was adopted since the population was small and manageable. The research instruments pilot tested to test for validity and reliability of the research tool. Data collected was analyzed by use of Statistical Package for Social Sciences (SPSS) version 22.The collected data was analyzed and presented in tabular form, graphs and charts for simple understanding of the findings on strategic planning the study concludes that strategic planning is one of the most efficient tool during implementation of the organization structure and organization need not to ignores it. Organization needs to consider planning as a role for strategic managers, and the process needs to be quick when it comes to decision making for the organization. Employees in the organization need to have a well design process as company structure is concern. Finally the organization needs to ensure easy to use strategies in aligning the company structure since this will leads to efficient performance of the organization.*

Keywords: Influence, strategic planning, implementation of organization structure and Safaricom Public Limited Company

1. Introduction

The telecommunication industry has led to economic growth and expansion in Kenya. The telecommunication industry has played significant roles that include money transfers, creating employment, generate revenue to the government through taxes, making contacts, facilitate exchange of ideas, consultations, networking and transmitting information. The telecommunication industry experiences intense competition among the different mobile phone service companies thus beneficial to the consumers who are offered the best services and prices. The different companies in the industry by order of dominance include; the largest network operator Safaricom Ltd., Airtel Network Kenya Ltd, and Telkom the country's smallest service provider (Ombok, 2018).

The media transmission industry in Kenya is energetic, dynamic and becoming dependent on the expanding number of portable endorsers. Kenya, a nation of 50 million individuals has a high cell phone membership's rate as before the finish of April 2018, of which Safaricom represented 76%, Airtel 18% and Telkom 6% of the piece of the pie (Ombok, 2018). The Telecommunication showcase is a potential business area whose better days lie ahead. With rivalry expanding among the three versatile administrators in the nation, ads and limited time exercises are continued forcefully for brands maintainability and guarantee purchasers like and pick their brands. System development which results to quality administration has been distinguished as the fundamental part that will drive the business' development (Forecast, Opportunities and Trends 2013-2017).

Kabir (2010) stated that amid the previous decade, in the promoting writing and advertising rehearses, the significance of administration quality has increased. Service quality is required for swaying choice and making shopper fulfillment. Administration quality is associated and interrelates to buyer discernments and purchaser desires. Administration quality can be named as the outcome from shopper correlations between their assumption regarding the administration been offered and their recognition about the administration (Carlsson, 2010). On the off chance that a shopper discernment is higher than the desire, at that point the administration is viewed as astounding and emphatically influences their decision, a match among desire and recognition, the administration offered is viewed as great coming about to a positive effect on customer decision and if desire are not met the administration is viewed as awful in this way antagonistically influences purchaser decision.

Specifically, effective impact on customer decision emerges from predominant administration quality and organizations have understood that administration quality is a method for keeping up aggressive advantage. Satisfied purchasers are probably going to wind up faithful buyers and present a probability of spreading a positive reaction through informal. Understanding which factors that impact buyer decision and fulfillment makes it simpler to plan and convey administrations offers that relates to the market requests (Gibson, 2005).

In the present current worldwide business condition, administration quality is an examination of desires with execution. A business with high administration quality will

address buyer issues while remaining monetarily focused. Improved administration quality may increase economic aggressiveness. This point might be accomplished by understanding and improving operational procedures; recognizing issues rapidly and deliberately; building up substantial and dependable administration execution measures and estimating purchaser fulfillment and other execution results. Research has sealed prevalent administration quality positively affects goal to buy. Andreassen (2001) referenced that buyer fulfillment can be seen as an assessment where desires and genuine encounter is analyzed. An administration disappointment is the point at which the administration conveyed does not figure out how to meet shopper desires. Regularly administration recuperation starts with a customer grievance. The point of administration quality is to move purchasers from a condition of disappointment to a condition of fulfillment.

The tremendous development of the media transmission industry in Kenya can be credited to obligation being postponed on versatile handsets by the administration, recompense of number convenience, new cell phone administration organizations entering the market and presentation of 3G and 4G benefits by the telecom administrators. In 2009, the Kenya government perceived the requirement for extension, advancement and change in innovation and through the Kenya Communication (Amendment) Act 2009 it encouraged the improvement of data and correspondence division and electronic business.

2. Statement the Problem

The Telecommunication industry is an important sector in Kenya and plays an important role in the nation's economy. In Kenya the telecommunication industry has been undergoing rapid changes in environment conditions in terms of the regulatory framework and competition. The Communication Authority of Kenya has in the past 16 or so years licensed four mobile operators (Safaricom, Airtel, Telkom Kenya (Orange) and Essar (YU).Competition in the industry has greatly intensified (Ndungu, 2013). In Kenya specifically Safaricom Public Limited Company, numerous researchers have struggled with the subject of how to measure effective organization structure. It is on this foundation that the study seeks out to establish the relationship between organization structure that comprises of strategic planning, strategic policies, leadership, strategic monitoring and evaluation and effective implementation at Safaricom Public Limited Company, Kenya having been the inconsistencies in prior research studies. However many researchers have not looked into the study of the issues, challenges and problems facing this vital sector based on their organization structure thus a need for attention for this sector (Omae and Kibet, 2013). Many empirical studies on organization structure have been conducted in developed countries like United State of America, United Kingdom and Japan but show there is a lack of relevant literature in developing countries (Muhammad, 2011), that includes Kenya.

In Kenya, several research studies have been conducted on organizational structure but a lot still needs to be done on telecommunication industries leading to both maximization of wealth and effective running of the organization and emphasizes on strategic planning, strategic leadership, strategic policies and strategic monitoring and evaluation an area which has been ignored by most of the researchers as discussed and elements being presented in the literature hence the researcher has been prompted to assess influence of strategic planning on implementation of organization structure at Safaricom Public Limited Company. The study bridged the relationship between organization structure and their implementation in the Kenyan telecommunication industry and the findings filled the gap in literature and provided more empirical evidence on influence of strategic planning on implementation of organization structure at Safaricom Public Limited Company

General Objective of the Study

To establish the influence of strategic planning on implementation of organization structure at Safaricom Public Limited Company.

3. Literature Review

Theoretical Review

Goal - Setting Theory

Locke, (2010) suggested that individuals are persuaded to work when they have an objective. (Greenberg & Baron, 2000) postulates that goal outline to a worker what should be done and how much exertion should be exhausted. This hypothesis is broadly used in the media transmission industry since profitability every day of any exchange depends on a specific yield of work. For instance, bricklayers/square layers need to lay a specific number of squares to represent the days' worth of effort and pay. This is identified with the idea of objective setting hypothesis which surmises that an individual is focused on the objective, that is, is resolved not to lower or surrender the objective. Locke, (2010) sees that objective setting centers conduct and inspires representatives. This is well on the way to happen when objectives are made open, the wonder frequently experienced in the development business. It is imperative that obstruction is more prominent when objectives are troublesome.

This hypothesis was utilized to break down how key arranging through piece work focusing on impacts compelling usage. The presumption under this hypothesis is that media transmission laborer's impression of the estimation of the motivators agreed to them will be significant in improving the work execution as a result decide compelling implementation. The objective setting hypothesis underpins that vital arranging assumes a vital job in influencing powerful usage of association structure the theory addresses the strategic planning variables where for the organization to perform better a proper plan needs to be in place and employees needs to be deployed to those areas congruent to their specialty

4. Conceptual Framework

The study adopted the following conceptual framework:
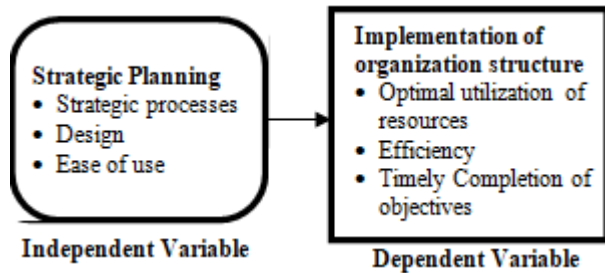
Source: Author 2021
Conceptual framework

5. Review of Study Variables

Strategic Planning

Planning is one of the fundamentals of life especially modern life. Planning is one of the management functions which is the process of setting goals and objectives in an organization and determining how to achieve such goals and objectives (Alaka, Tijani & Abass, 2011). Hofer & Schendel (2003) asserts that it is an anticipatory decision making process for effective performance. Planning occupies a central position in management and obviously, it is difficult to talk about management without planning. However, a plan is concrete in nature, does not allow deviation, and is not flexible, but strategic planning is very flexible and open for adaptation and change when needed as a result of real-time strategic issues. Real time management issues translate to surpriseful changes arising from many sources while implementing strategic plan. The function of planning involves evolving mission statement and objectives as well as designing the actions to achieve them (Oyedijo, 2004). Other important management functions include organizing, coordinating, directing, and controlling. Types of Planning Long-range planning- Involves identifying those activities to be performed over an extended period of time. Long range plan may extend for several decades. Long range planning is different from strategic planning, which is primarily concerned with how the organization will position itself among competing firms in a market. Long-range planning identifies the activities to be performed that will lead to the accomplishment of official goals. One important feature of a long-range plan is necessarily different from shorter planning horizons in a plan covering 20 years (Oyedijo, 2004). Intermediate Planning- Identifies activities to be carried out over a period of five years at the middle levels of the organization. Intermediate planning is critical in most cases to the success. Intermediate planning is focused more on the activities that have to be carried out with a planning horizon that contains fewer uncertainties (Oyedijo, 2004). Short-range Planning: Developing plans for implementation within a planning horizon of less than one year is often referred to as short-range planning. Short-range plans may specify activities to be carried out that will achieve certain production levels each week. While shortrange plans are necessary for most organizations, they can have set backs. Often managers become so focused on short-range plans. Ultimately, this can lead to failure in the accomplishment of organizational goals (Oyedijo, 2004). Steiner (2009) defines strategic planning as the systematic and more or less formalized effort of a company to establish basic company purposes, objectives, policies and strategies. It involves the development of detailed plans to implement policies and

strategies to achieve objectives and basic company purposes. Strategic planning is an organization''s process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy including its capital and people (Adeleke et al, 2008). These plethora''s of definitions are complementary in the sense they express and sometimes confuse with planning itself. Is strategic planning synonymous with planning? We will rely on the insights drawn earlier in the definitions of planning, long term planning and consequently strategic planning in this study, to propose a better description of strategic planning as a means designed to pursue well-articulated goals of an organization with reliable alternative means to ensure the attainment of these articulated goals. What makes strategic planning different from ordinary planning include the following: i. Strategic planning is aimed at capturing, occupying and maintaining competitive positions to have edge over contemporaries while planning is aimed at undergoing normal flow of business activities. ii. Strategic planning is intended to have long run effects on the firm while planning may only have short run effects. iii. Strategic planning due to its affiliation with the military and sensitive issues creates actions and alternative actions (intended to responds to possible future changes) towards the goal of the organization while planning may not because there is always time to change the one and only plans without much damage. iv. All strategic plans are long term but not all long term plans are strategic plan. Some long term plans are not properly planned. v. Strategic planning is environment conscious while plan/long term plan is not. Strategic planning assumes that an organization must be responsive to a dynamic, changing environment. vi. A plan is concrete in nature, doesn''t allow deviation, and not flexible, but strategic planning is very flexible and open for adaptation and change when needed as a result of real-time strategic issues. Grant (2003) notes that empirical research is strategic planning systems have focused on two areas: the impact of strategic planning on firm performance and the role of strategic planning in strategic decision making. The latter area of research explored the organizational process of strategy formulation

There are many factors listed in the literature that influence strategic planning process. Environmental uncertainties hampers the development of long range plans; scarce resource strategic planning should be aligned to use scarce resources effectively; legal forces legislative changes introduce new dynamics in an industry thus affecting strategic planning; size and complexity of an organization – as size and complexity of an organization increases, so does the degree of formulating of planning activities; the extent of involvement in operating issues compromises the attention paid to management functions; the implementation gap – this is the inability of the top management and the planners to effectively communicate with the planners; the lifecycle of the organization – as organizations move through different phases, the competitive environment changes and influences the way they plan and execute strategy (Thompson, et al, 2007). Organizations need to plan for a number of reasons. These are; to reorient the organization or institution to the needs of the community; another serious consideration is that when people plan for expansion, a certain level of minimum standard must be observed. This

will guarantee a certain level of minimum quality performance. Effective strategic planning initiatives make organizations more responsive and viable instrument for socio-economic development (Robinson and Pearce, 2003). Strategic planning is a continuous process that requires constant feedback about how the current strategies are working.

6. Research Methodology

A Research design refers to how data collection and analysis are structured in order to meet the research objectives through empirical evidence economically (Chandran, 2008). The study used both descriptive and correlational research designs. A cross-sectional survey was adopted since it comprised of the population sharing similar characteristics while differing in some key factors of interest like age, income levels and geographical location. The study also adopted a descriptive method for the collection of information demonstrating the relationship that exists between variables. The target population for the study was drawn from 120 employees serving Safaricom Public Limited Company, Kenya. The research study was carried out at Safaricom PLC headquarters based on reports from Safaricom centres HR Desk 2019. The sample frame included all the 12 departmental members in Safaricom in other words the study adopted the census where all 120 employees in those 12 departments were chosen. This study used the census where all the 120 employees of Safaricom were engaged in the study. The instrument for data collection was a questionnaire which was administered to all the respondents. The structure of the instrument included both closed-ended and open-ended questions. Data processing and analysis were done based on qualitative and quantitative methods where qualitative data was gathered by use of open ended questions in the questionnaires and documented information about strategic planning. Quantitative data was analyzed by use of the Statistical Package for Social Science (SPSS version 22).
Research Findings

7. Strategic Planning

Table 4.2: Strategic planning

Statements	1	2	3	4	5
My organization considers planning as a role for strategic managers	24%	32%	4%	24%	16%
My organization has a quick strategic process when it comes to decision making for the organization	19%	43%	3%	18%	17%
Employees in my organization tend to have a well design process as company structure is concern	22%	31%	3%	26%	18%
My organization ensures easy to use strategies in aligning the company structure	11%	25%	2%	34%	28%

The study sought to find out respondents opinions on strategic planning and the findings from table 4.2 shows how respondents reacted to the statements relating to strategic planning. The finding hence, shows that 56% of the respondents disagreed with the statement that my organization considers planning as a role for strategic managers, while 40% of the respondents had the opinion

that the organization considers planning as role for strategic managers as 4% remained neutral to the statement. The results further shows that 62% of the respondents were in contrary opinion to the statement that my organization has a quick strategic process when it comes to decision making for the organization. 35% of the respondents however, supported the statement that my organization has a quick strategic process when it comes to decision making for the organization. While 3% were neither in agreement nor disagreement.

The findings also shows that 53% of the respondents disagree those employees in the organization tend to a well design process as company structure is concern. While 44% of the respondents were in agreement with the statement that employees in my organization tend to have a well design process as company structure is concern, as 3% remained neutral. Finally the results shows that 62% of the respondents were in the opinion that the organization ensures easy to use strategies in aligning the company structure since, while 36% were in contrary opinion as 2% were neither in agreement nor disagreement.

8. Summary

On strategic planning it was observed by majority of the respondents that strategic planning is the most efficient tool during implementation of the organization structure though most organization normally ignores it. And this was observed by majority of the respondents disagreed with the statement that the organization considers planning as a role for strategic managers, the results further, majority of the respondents were in contrary opinion to the statement that my organization has a quick strategic process when it comes to decision making for the organization.

Majority of the respondents disagree that employees in the organization tend to have a well design process as company structure is concern. Finally the results shows that majority of the respondents were in the opinion that the organization ensures easy to use strategies in aligning the company structure since, leading to efficient performance of the organization.

9. Conclusions

On strategic planning the study concludes that strategic planning is one of the most efficient tool during implementation of the organization structure and organization need not to ignores it. Organization needs to consider planning as a role for strategic managers, and the process needs to be quick when it comes to decision making for the organization.

Employees in the organization need to have a well design process as company structure is concern. Finally the organization needs to ensure easy to use strategies in aligning the company structure since this will leads to efficient performance of the organization.

10. Recommendations

The study recommends that strategic planning should be considered most efficient tool during implementation of the organization structure and organization should not to ignores it. Organization should consider planning as a role for strategic managers and managers should take full control in the organization, the process should be quick when it comes to decision making for the organization.

Employees in the organization should have a well design process as company structure is concern. Finally the organization should ensure easy to use strategies in aligning the company structure.

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