INFLUENCE OF STRATEGY FORMULATION PRACTICES ON ORGANIZATON SUCCESS AT AIRTEL LIMITED, KENYA

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DECLARATION

I declare that this research project report is my original work and has never been submitted before to any examining institution, university, or college for academic award.

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DEDICATION

My parents Justus and Annett have been played a profound role for sponsoring me towards the research process as well as practical and emotional support. To my brothers Selwyn, Vitalis, Dudley and my sister Ebai, I dedicate this project to you for encouraging me to aim at the sky.

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TABLE OF CONTENTS

DECLARATION i

DEDICATION ii

ACKNOWLEDGEMENT iii

TABLE OF CONTENTS iv

LIST OF TABLES viii

LIST OF FIGURES ix

ABSTRACT x

DEFINITION OF TERMS xi

ABBREVIATION AND ACRONYMS xii

CHAPTER ONE 1

INTRODUCTION 1

1.1 Introduction 1

1.2 Background of the Study 1

1.3 Statement of the Problem 3

1.4 Purpose of the Study 5

1.5 Objectives of the Study 5

1.6 Research Hypothesis 6

1.7 Significance of the Study 6

1.8 Scope of the Study 7

1.9 Delimitation of the Study 7

1.10 Limitation of the Study 8

1.11 Assumption of the Study 8

1.12 Theoretical Framework 8

1.12.1 The Resource Based Theory (RBT) 9

1.12.2 Stakeholder Theory 10

1.12.3 Strategic Choice Theory 11

1.13 Conceptual Framework 12

1.14 Chapter Summary 14

CHAPTER TWO 15

LITERATURE REVIEW 15

2.1 Introduction 15

2.2 Review of the Literature 15

2.2.1 Influence of Environmental Analysis on Organization Success. 15

2.2.1.1 Market Analysis 15

2.2.1.2 Competitive Industry Analysis 17

2.2.1.3 External Business Environment 18

2.2.2 Influence of Stakeholders Involvement Practices on Organization Success 19

2.2.2.1 Stakeholder Mapping 19

2.2.2.2 Consultative Decision making 21

2.2.2.3 Participation in Governance 23

2.2.3 Influence of Strategic Choice Practice on Organization Success 24

2.2.3.1 Gap Analysis 24

2.2.3.2 Generating Alternatives 25

2.2.3.3 Setting Objectives 26

2.3 Summary of the Research Review and Research gaps 27

CHAPTER THREE 29

RESEARCH METHODOLOGY 29

3.1 Introduction 29

3.2 Research Design 29

3.3 Research Site 30

3.4 Target Population 30

3.5 Study Sample 31

3.5.1 Sampling Procedure 31

3.5.2 Study Sample Size 31

3.6 Data Collection 31

3.6.1 Data Collection Instrument 31

3.6.2 Pilot Testing of Research Instrument 32

3.6.3 Instrument Reliability 32
3.6.4 Instrument Validity 33
3.6.5 Data collection Procedures 33
3.7 Data Processing and Analysis 34
3.8 Legal and Ethical Considerations 35
CHAPTER FOUR 36
DATA ANALYSIS AND FINDINGS 36
4.1 Introduction 36
4.2 Characteristics of the Respondents 36
4.2.1 Response Rate 36
4.2.2 Reliability Analysis 37
4.2.3 Gender of the Respondents 38
4.2.4 Age of the Respondents 39
4.2.5 Highest Level of Education 40
4.2.6 Working Experience 41
4.3 Presentation of Research Analysis, Findings, and Interpretation 42
4.3.1 Environmental Analysis Practices 42
4.3.2 Stakeholders Involvement Practices 43
4.3.3 Strategic Choice Practice 45
4.3.4 Organization Success 46
4.4 Inferential Statistics Results 48
4.4.1 Correlation Analysis 48
4.4.2 Multiple Regression Analysis 50
4.4.3 Analysis of Variance 51
4.4.4 Regression Coefficient Results 52
4.5 Hypothesis Testing 53
4.5.1 Hypothesis 1 53
4.5.2 Hypothesis 2 53
4.5.3 Hypothesis 3 54
CHAPTER FIVE 55
DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS 55
5.1 Introductions 55

5.2 Discussion. 55

5.2.1 Influence of Environmental analysis practices on organization success 56

5.2.2 Influence of Stakeholders involvement practices on organization success 60

5.2.3 Influence of Strategic choice practices on organization success 63

5.3 Summary of Main Findings 67

5.3.1 Environmental Analysis and Organizational success 67

5.3.2 Stakeholders Involvement and Organizational Success 68

5.3.3 Strategic Choice Practice and Organizational success 68

5.4 Conclusion 69

5.5 Recommendations 70

5.6 Areas of Further Research 71

REFFERENCE 73

APPENDICES 79

APPENDIX 1: QUESTIONNAIRE 79

APPENDIX 3: INTRODUCTION LETTER TO RESPONDENTS 84

APPENDIX 4: RESEARCH APPROVALS AND LETTERS 85

APPENDIX 5: NACOSTI RESEARCH LICENSE 86

APPENDIX 6: MAP OF STUDY AREA 87

LIST OF TABLES

Table 3.1 Target Population.....30

Table 4.1 Response Rate.....37

Table 4.2 Reliability Analysis.....37

Table 4.3 Working experience of the respondents.....41

Table 4.4 Environmental Analysis Practices.....42

Table 4.5 Stakeholders Involvement Practices.....44

Table 4.6 Strategic Choice Practices.....45

Table 4.7 Organizational Success.....47

Table 4. 8 Correlations Coefficient.....49

Table 4.9 Multiple Linear Regression Analysis summary.....50

Table 4.10 Analysis of Variance.....51

Table 4.11 Regression Coefficient Results.....52

Table 4.12 environmental analysis practices and organizational success.....53

Table 4.13 stakeholder's involvement practices and organizational success.....53

Table 4.14 strategic choice practices and organizational success.....54

LIST OF FIGURES

Figure 1. 1 Influence of strategy formulation practices on organization success 12

Figure 4.1 Gender of the respondents 38

Figure 4.2 Age of the Respondents 39

Figure 4.3 Academic qualification of the Respondents 40

ABSTRACT

Strategic formulation practices are one of the challenges facing organizational management in today's market that is flooded with global waves. The purpose of the study was to determine the influence of strategic formulation on the success of the organization at Airtel Company Limited. This study was achieved by the following objectives: To establish the influence of environmental analysis practices on the success of the organization in Airtel, Kenya; determine the influence of stakeholder involvement practices on the success of the organization in Airtel Kenya and establish the influence of strategic choice practices on the success of the organization in Airtel, Kenya. The study based on resource-based theory, stakeholder theory, and the Strategic Choice Theory. The study used a descriptive correlation research design. The target population was 184 respondents, whom are permanent employees working at their head offices in Parkside Towers, Nairobi County. A consensus survey was used to determine the target population. The response rate was 139 questionnaires representing 76%. The study collected the primary data using structured questionnaires. Data were analyzed using inferential statistics including correlation, ANOVA, and multiple regression. The collected data was coded into SPSS Version 25.0 for analysis and presentation. Analyzed data was presented in the form of tables, pie charts, and figures. Basically, it was found out that Environmental analysis practices influence organizational success, specifically that the organization periodically gather and analyses data about market and other external factors which affect the business as supported by a mean of 2.178 and a standard deviation of 0.820. Mostly Stakeholders' involvement practices improve the strategy formulation process and therefore it facilitates the smooth running of the process hence organizational success. It found out that the organization has improved its decision-making process through stakeholder's involvement as supported by a mean of 2.123 and standard deviation of 0.638. Overally strategy formulation process strategic choice practices were found to be possible through generating alternatives through Employee's suggestions as supported by a mean of 4.012 and a standard deviation of 0.869. Results from the study showed that the Environmental analysis practices and organizational success (β =0.253), Stakeholders' involvement practices and organizational success showed a statistically significant influence on organization success at Airtel in Kenya. (β=0.053), and Strategic choice practice and organizational success (β=0.363) showed that a significant influence existed between the variables. The research concluded that strategy formulation practices could influence organizational success. Airtel Kenya Limited just like other Telecommunication industries develop a scheme of service that ensures Environmental analysis practices, Stakeholder involvement practices, and Strategic choice practices are based on merit. The study recommends that Airtel Kenya limited should invest in relevant training schedules and programs that are accorded to all staff fairly that would enhance mastering strategy formulation process.

DEFINITION OF TERMS

Environmental Analysis: Environmental analysis is identifying all the external and internal essentials that can affect the performance of an organization. These assessments are later interpreted into the decision-making process. The environmental analysis acts as a detector for identifying environmental signals and helps with coming up with compatible strategies to direct the organization in an adaptable way, (Pourmohammadi, Bastani, & Shojaei, 2020).

Stakeholder Involvement: Stakeholder involvement involves an interest, a right of ownership of stakeholders. Stakeholders profit from having their hopes understood and accomplished through an appropriate open communication line and ensuring that the stakeholders understand and supply support to the Organization on the opposite hand. (Magassouba, Tambi, Alkhlaifat, & Abdullah, 2019).

Strategy formulation: This includes the development of a vision and a mission statement; identify the organization's external opportunities and threats, and the identification of its internal strengths and weaknesses, and the development of long-term business goals, and the development of alternative strategies, and to define the guidelines and policy, George, *et al.* (2018).

Strategic choice: It involves a process whereby a choice or decisions are taken to settle on a specific option or direction from various alternatives to pursue a given degree of performance. The decision-making process gives rise to strategic choice, which affects all aspects of the organization's value chain hence Organization success (Christensen, Raynor & McDonald, 2015)

ABBREVIATION AND ACRONYMS

LTD: Limited

MFBs: Microfinance banks

MFIs: Microfinance Institutions

MSMEs: Micro Small and Medium Enterprises

MVNOs: Mobile Virtual Network Operators

NSE: Nairobi Security Exchange

PEST: Political, Economic, Sociological and Technical

RBT: Research Based Theory

SWOT: Strength, Weaknesses, Opportunity, and Threats

TMTs: Top Management Team

CHAPTER ONE

INTRODUCTION

1.1 Introduction

The chapter aimed at providing sufficient information for better understanding of the study. It examined the global context and then narrowed down to the issues that the study was to address. This then attempts to answer the question of why this research is needed and what it aims to accomplish. Chapter one of this study covered the following subheadings: - The research study background, the statement of the research problem, the objectives of the research problem both main objective and specific objectives, the hypothesis of the research study, the significance of the research study, the scope of the research study, the limitation of the research study, the delimitation of the research study and the conceptual framework of the research study. This study covers also Strategy formulation practices which are the independent variable and Organization success which is the dependent variable in the study.

1.2 Background of the Study

Strategy formulation involves making clear strategic choices that give proper direction and focus to the organization. Strategy formulation practices vary across industries and organizations. For organizations to overcome uncertainties and market forces there is a need to design, and develop strategies considering the prevailing circumstances. Effective strategy formulation, therefore, is imperative since it directs the actions of an organization towards its predictable purpose. Moreover, obligations of formulating strategy lie behind the organization to specify resources, products, technologies and market over certain period of time, (Nwachukwu et. al 2018).

Hax (2016) noted that strategy formulation is one of the two major cycles in strategic planning that intend to frame the key strategic issues of an organization through a successive contribution of corporate, functional perspectives and businesses in operational budgeting. Strategy formulation is a very involving process because it includes changes in systems and processes, policy alteration, changes in leadership, restructuring, resources gathering and, time consumption.

In their study Chijioke, Helena, and Chladkova (2018) examined the relationship of formulating a strategy and its influence in performance innovation indicators. Their research study was done in the microfinance banks in Nigeria. The findings found out that the process of formulating organizational strategy has a positive influence on the process of performance innovation indicators and marketing performance innovation. Strategy formulation entails a series of steps performed in successive order. The steps needs to be taken in order because they shape one another. This has prompted the researcher to address the gap in the Telecommunication industry especially Airtel Limited. The researcher intends to address the gap of how situational analysis, stakeholder's involvement, and choosing effective strategy influences success at Airtel Limited.

Airtel Kenya being a subsidiary of Bharti Airtel an Indian multinational telecommunication services company has its headquarters at New Delhi, India. The history of Airtel Kenya limited started in 2000 when the company penetrated into the Kenyan Market. The company first penetrated in Kenya under the brand Kencell that later was later rebranded to Celtel Kenya in the year 2004. In the year Zain group later acquired 2005 Celtel. In the year 2010 the month of June zain was acquired by Bharti and rebranded it Airtel Kenya.

The current name Airtel was later adopted just immediately after Bharti airtel bought the African mobile operation of Kuwait telecommunication organization, zain. Airtel as a business offers the following: - telecommunication services-mobile both voice and data services, prepaid and postpaid, roaming and international calls, Airtel TV, Internet currently offering 4g and other devices.

Bharti airtel Kenya is the primary telecommunication in Kenya that hosts virtual network operators (MVNOs) within the country. Airtel is one of the telecommunication company licensed to operate in the Kenyan market by the telecommunication Authority of Kenya.in the year 2000. It is evident that, without a well-formulated strategy, an organization can drift away from its customers, become uncompetitive within its competitive environment, and eventually stop making a profit.

1.3 Statement of the Problem

The actions that the organization looks forward to achieving in the long-term are what is called organization's strategy. During the strategy formulation process, it is the role of the top management to create the larger organizational strategy, after creating the larger strategy of the organization, it's the responsibility of the middle and lower managers to adopt the strategy and objectives to fulfil the overall strategy one step at a time, (Sophie & Johnson, 2017). Most organizations formulate strategies because they want to achieve a more favorable position in the market. To formulate effective strategies, organization management should be always conversant with the certainties in the business environment. Strategy formulation process begins with the scanning of both the external and internal environment of the organization, (Mayaka & Oloko, 2018).

Organization strategy formulation requires expensive and time-consuming changes both in the organizational culture and in structure; hence Airtel Kenya Limited has had to overlook some necessary and critical business strategies at its expense. This has brought a negative effect on their success as it has resulted in poor service delivery, increased internal inefficiencies, poor sales and profits; and most importantly reduced customer subscription at expense of Safaricom, Mayaka and Oloko. (2018).

Globally, Lambaerts, (2017) conducted a study to find out whether the newly appointed top management teams to employ at Finnish privately owned company had influence on formulating a new strategy. The study found out that the newly appointed TMTs ought to come up with appropriate partnership practices before engaging in strategic projects. Regionally, Nnamani and Azobu. (2015) studied the Effect of Strategy formulation on organizational performance, concluded that, Top management should take more accountability in reducing fears by improving performance of the organization through strategy formulation.

Chijioke and Olatunji. (2018) investigated the need to formulate strategies that enable organizations to accomplish a sustainable organization competitive advantage. The study findings revealed that strategy formulation drivers influence the strategic performance of mobile telecommunication organizations in Nigeria. Locally, Okoth (2016) determined the extent of involving stakeholders in the strategy formulation and implementation, on the performance of the organization. The study found out that there was stakeholder involvement in the strategy formulation and implementation among the tea warehousing organizations in Mombasa County.

For an organization to endure within the competitive business environment, it must recognize the challenges that affect strategy formulation and it ought therefore to develop strategies that are in line with the prevailing environmental conditions, Nyabinda, (2016) As demonstrated in the above studies, none of the studies captures strategy formulation practices in the telecommunication industry in Kenya especially Airtel Limited. The studies have focused on isolated factors that could affect organizational performance and could be a subset of strategic formulation, as a practice.

Some of the challenges encountered in the process of strategy formulation at Airtel are; bargaining power of customers, resistance to change, insufficient resources, lack of ownership of the strategic plan, employee turnover, inadequate communication channels, diverse culture, conflict of interest among ownership, and ideological differences among others (Nyabinda 2016). Besides the problem noted at Bharti Kenya Limited, the purpose of this study was to study whether there was influence between strategy formulation prestrikes and organizational success a case at Airtel Kenya Limited. Similarly, this study sought to find out whether practices like environmental analysis practice, stakeholder's involvement practice, and strategic choice objectives can influence the organizational success of Airtel Kenya Limited.

1.4 Purpose of the Study

The main purpose of the research study was to find out the influence of strategy formulation practices on the organizational success a case of Airtel Kenya Limited.

1.5 Objectives of the Study

To establish the influence of environmental analysis practices on organization success at Airtel, Kenya limited.

To determine the influence of stakeholder's involvement practices on organization success at Airtel Kenya limited.

To establish the influence of strategic choice practices on organization success at Airtel, Kenya limited.

1.6 Research Hypothesis

H_0^1: There is no statistically significant influence of environmental analysis practices on organization success at Airtel Kenya.

H_0^2: There is no statistically significant influence of stakeholder's involvement practices on organization success at Airtel Kenya.

H_0^3: There is no statistically significant influence of strategic choice practices on organization success at Airtel Kenya.

1.7 Significance of the Study

The research project could assist the government officials as well as the sector regulators in formulating policies that affect the telecommunication sector in Kenya. Through this, the government would help organization grow their revenues and maximize profits. Secondly, both academic and professional would benefit from this study to help them in their future endeavors. The study would be helpful to scholars who would like to do more study on the influence of strategic formulation practices on organization success. To Airtel Limited, the study would be significant in helping them make informed strategic choices in the strategy formulation process.

1.8 Scope of the Study

This research study narrowed down on the influence of Strategy formulation practices. The specific practices were Environmental analysis practices, stakeholder's involvement practices and strategic choice practice. The research study was only limited at Airtel Limited Kenya. This is because over the years the Airtel Company has been striving to survive in the competitive Kenya market amid huge share by Safaricom. The study targeted the senior and middle level managers working at Airtel Limited. The questionnaires allowed the respondents sufficient time to fill the instrument and increase the response rate. The study was conducted within a period of one month. The study was limited to a target population of 184 which are permanent employees working at their head offices in, Nairobi County.

1.9 Delimitation of the Study

Delimitations are factors that can be controlled by the researcher to define the boundaries of a research study (Yin, 2014). This study concentrated on the influence of strategy formulation practices in Airtel Kenya limited at the expense of other telecommunication industries namely, Safaricom and Telkom. Airtel was selected because it has a better representation of strategy formulation practices.

Organization success may be affected by the following factors environmental uncertainties; scarce resource and changes in legislation. In addition, this research study was limited on the influence of strategy formulation. It was specifically on the three phases of strategy formulation that include, strategic choice practice, stakeholders Involvement practices and environmental analysis practices. The three variables were selected because they represented the phase of strategy formulation.

1.10 Limitation of the Study

In this study, some limitations are inevitable. The researcher, gave the questionnaires to the respondent in good time, wrote them a follow-up email to ensure that they responded to the questionnaires. Secondly, the respondents would have insecurity issues about data collection and usage of data by the researcher. In this case, the researcher made assurance to those who responded to the questionnaires that the data collected specifically was used for education purposes. This was justified by the provision of a letter from the university to show that indeed it was for academic purposes.

1.11 Assumption of the Study

Assumptions are statements considered true even though are not scientifically tested. This study assumed that the participants provided accurate, reliable, truthful and honest information as responses on strategy formulation practices and their effects on organization success. Finally, it assumed that participants had a sincere interest in participating in the study and did not have any other ill motives.

1.12 Theoretical Framework

Theories are developed to illustrate, determine and fully comprehend phenomena as well as to question and expand current knowledge, in certain instances, in accordance with the crucial limitation premises.

1.12.1 The Resource Based Theory (RBT)

This theory considers the organization as the bundles of resources distributed across the organizations. The theory also prescribes that the resource differences continue over time (Wernerfelt, 1984); Barney (1991). The theory further advances that an organization can be measured as an assembly of organizational resources. The Resource-Based View of the organization proposes that internal factors of the organization are accountable for creating a bearable competitive benefit and any superiority of the organization. In particular, the main forecast of this theory is that positioning of unique and typical organizational resources can result in continuous superior performance of the organization. The Resource Based theory deals with the problem of how a company can accomplish and withstand those advantages. The theory pinpoints the answer to this question with certain key resources within the organization.

The Resource-based view theory can therefore be used to explain how organizations achieve success through formulating a strategy that innovatively delivers better quality to the organization customers. In the current research study, the theory was used to explain how Airtel Kenya Limited had achieved its success through strategy formulation and the use of resources. This theory view gives this study a basis for escalating strategy formulation capabilities and how they relate to the organizational success. It therefore, proceeds to argue that organizations possess some resources that enable them to achieve greater long-term success. Valuable resources can lead to the achievement of a good strategy whose nourishment over a long time can protect an organization against resource imitation, transfer, or replacement.

1.12.2 Stakeholder Theory

Freeman (1984) who defined sets of people who are affected by, or who affect the organization's actions as that organization's stakeholders first fronted this theory. All organizations have stakeholders with the potential to exert inspiration on the issue in the company. Each stakeholder has a diverse interest and power in the organization and the management of the organization need to undertake a 'Stakeholder mapping' to comprehend the different features of the organization's stakeholders who they are, where they come from and what interest they have in the performance of the business. Stakeholder mapping will help to group and classify the various stakeholders according to the power and interest they exert in the organization. This is done with a view to managing these stakeholders to contribute positively to the organization.

The supporters of this theory argue that it is different for the reason that it discourages ethics and standards openly as an essential element of managing organizations. Critics have found that this theory is a failure, because of one, it does not help the management to identify who what groups are or are not stakeholders (Heugens & Van Oosterhout, 2002). However, this study found significance in stakeholder theory in its focus to describe and explain the characteristics and behaviors of organizations. The theory was instrumental to this study in identifying connections that exist between stakeholder mapping, Consultative decision-making and Participation in governance towards stakeholders' involvement and the achievement of organization success.

1.12.3 Strategic Choice Theory

This theory is based on the fact that the managerial decisions about how organizations retort to environmental challenges are vital factors of the organizational performance (Child 1972). This theory further perceives that strategy, structure and process must fit in organizational environmental circumstances and that these circumstances may change over time (Child, 1972; 1967; Thompson, 1967). The strategic choice theory similarly emphases that the organizational employees to adapt to an environment. Its supporters argue that conclusive actions thrive in organizations and that organizational with considerable employees who have freedom in shaping their own fates. As such, the viewpoint focuses consideration on individuals and groups within organizations to explain organizational processes.

Strategic choice theory therefore analysis and distinguishes both a pro-active and a re-active feature in the organizational decision-making as well as that of the environment. The theory assumes that organizations' actors have a similar considerate of the environment. Miles and Snow (1978) acknowledged three fundamental features of the strategic choice perspective. They found out that Strategic choice as the primary connection between organization and environment. The theory also emphases on management's capacity to create, learn about, and manage the organization's environment. Lastly, the strategic choice theory approach stresses on the role of top management in the organization's adaptation to the dynamic environment and places it firmly at the navigation, scheming and decision-making stand. In this research study, the strategic choice theory helped explain the effect of management participation in the process of strategy formulation.

1.13 Conceptual Framework

Conceptual framework is a tool widely deployed by researchers in an effort to create an overview of the situation, generalize and specify issues under consideration, Kothari and Gang (2014). Thus, the conceptual framework demonstrates the influence between the independent variable strategy formulation practices (Environmental analysis practices, Stakeholder involvement Practice and Strategic Choice Practice) and the dependent variable (Organizational success). The variables considered to affect the Organization success in this study are situational analysis, stakeholder's involvement, strategic choice and setting organizational objectives. This therefore will act as a basis for testing hypothesis as shown in figure 1.1 below.

Independent Variables **Dependent Variables**

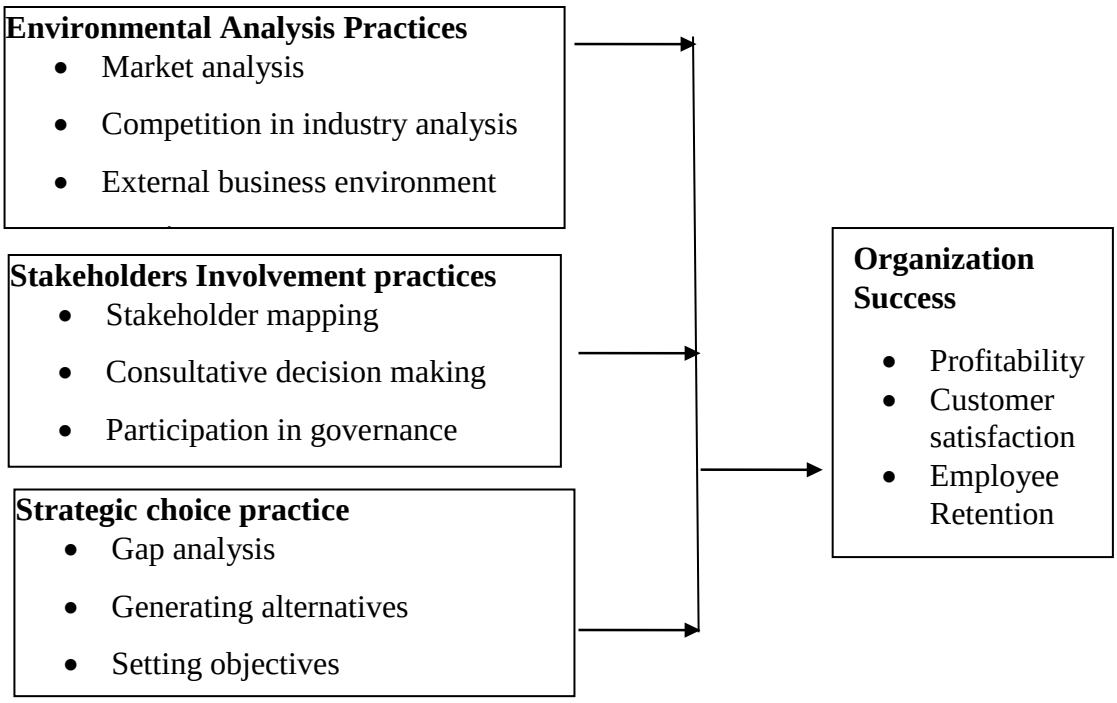


Figure 1. 1 Influence of strategy formulation practices on organization success

The environmental analysis helps in detecting environmental by developing compatible strategies to direct the organization in an adaptable way. Environmental analysis foresees and comprehends internal and external organizational factors and their connection to decrease the level of uncertainty. (Shojaei, et al., 2020).

Abdirizack, (2017) further noted that stakeholder involvement connects the opinions of all stakeholders into decision-making practices. Stakeholders' involvement is, therefore, an involvement and operative process in handling strategic matters that are strategic designing and execution of the associated strategy. Stakeholders are able to encourage, convince, or force others to follow predefined courses of activities, it may identify issues not addressed by the executive, hence facilitating and supporting the strategy formulation process.

Christensen and Raynor (2015) determined that strategic choice is central to strategy. They found out that strategy formulation process involves a process whereby choices are chosen towards a particular option or direction from various substitutes to pursue a given degree of performance. Kamau, Martha and Kavale, (2015) suggests that strategic choice is a feature of strategy that is considered before any strategic decision is completed. Organizations actions or accomplishment that conflicts with other operations within may reduce its worth. The managers should, decide on a strategic choice that seeks cooperation. One of the major strategic concern that most organization face is choosing a strategy that successfully deliver a product or offer service to their customers.

1.14 Chapter Summary

The first chapter serves as an introduction to the study of the impact of the success of an organization's strategic management practices of Airtel Kenya Limited. This chapter contains the following sections: Introduction to the Research Background, Research problem, the objective of study the objective of the research questions, the research is importance, the Research Scope, Delimitation of the Study, Research Limitations, Research, and assumption of the Research, Theoretical Framework, Research, Conceptual Framework, and Chapter summary.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Literature was reviewed in relation to the variables presented and organized in respect to specific objectives. The literature has been organized into segments covering the theoretical review that presents the study, empirical review as per the study objectives.

2.2 Review of the Literature

2.2.1 Influence of Environmental Analysis on Organization Success.

2.2.1.1 Market Analysis

Marketing analysis provides the guidelines by which the marketing variables in a anticipated cash flow such as, sales volume, price, dispersal and promotion expenses are consequent. Through marketing analysis, the organization is able to survey the honesty and uniformity of the marketing expectations and, where possible, helps in redeveloping the project hence growing its likelihood of viability and continued market performance, (Grewal, Gupta & Hamilton 2020).

A study conducted by Kazeem (2018) to empirically test the role of marketing research performance and its effect on organization success at the federal capital, Abuja. Interviews and questionnaires were used in collecting data. A simple random sampling was adopted to select the respondents. The study found out that the marketing research process plays an important role in the success of organization businesses. The study further revealed that there was a positive connection between marketing research and the success of an organization business.

Locally, a study conducted by Gituma (2017) on the results of marketing analysis on the organization's success in the Unga Group Limited case. 96 respondents were selected using the prescribed sample procedure. Structured questionnaires were used to collect data from respondents. Research found that product quality has a positive impact on sales performance and organizational performance. Similarly, research found that the environment in which an organization is located has influence on its success. The study therefore found that there was a positive relationship between marketing analysis and organizational success.

A study conducted by Ibrahim (2018) to analyze the influence of market analysis of dairy value chain specifically the performance of milk market in Tanga city Tanzania and its effect on organization success. A formal survey was used in data collection by the aid of questionnaires. The market performance was descriptively analyzed within the framework of the Structure Conduct performance market model. The study found out that there was a positive association between market analysis and organization success, production cost played a significant role in the market analysis in the dairy value chain.

Globally a study conducted by Zainuddin (2017) to analyze the relationship between marketing analysis and organization success at Permai Hotel in Malaysia. The study used a simple random sampling method. Both Descriptive frequency analysis and regression analysis were used to examine the collected data by the researcher. The result disclosed that there was a positive connection between communication, shared value, and empathy with organizational success. The study also discovered that market analysis positively influences organization success in the Hotel.

2.2.1.2 Competitive Industry Analysis

A competitive analysis involves identifying organizations' competitors and assessing their strategies to determine their strengths and weaknesses relative to organization's business, product, and service. The main objective of the organization's competitive analysis is to gather the information necessary to find the way forward and develop organizations go-to-market strategy George, (2016).

A study conducted by Puluj (2017) to examine the relationship between competitive industry analysis and its influence on organization success in the construction companies at Vlora region. Questionnaires were used to collect primary data. The study adopted cross-sectional research to examine the relationship between competitive industry analysis and organization success. Collected data was analyzed by a multiple regression analysis. The study found out that there was a positive connection between organizational success and continuous competitor industry analysis in the organization.

Oyoolo and Bett (2017) in their study found that competitive strategy analysis has an impact on organizational performance at Pharma Specialties Limited in Kenya. Questionnaires were used to collect information from company staff members who were respondents to the study. The study tested the link between dependent and independent variables with the use of regression analysis. The findings of the study revealed that the four strategies learned were found to have a positive relationship with the company's performance.

2.2.1.3 External Business Environment

The external environment consists of all factors external to the organization, and the impact on the effectiveness of the organization (Njoroge, *et al.* 2016). The survival and the success of an organization is dependent on its interaction with the organization, management, and rapid response to changes in the environment, the analysis and the evaluation of its impact on the organization and the business in general (Kuznetsova, & Alekseeva, 2016).

In a study by Kowo (2018) on the influence of external business environment and institutions that are beyond the control of the business and they affect the functioning of an organization. The study stressed further that by saying that every organization must take into consideration in terms of the environmental constraints, material and human resources in their respective organization in spite of their differences in status and that the effect of the environment varies from one situation to another.

A study conducted by Ochieng (2016) on the effect of the external environment on organization success a case study of Kenya Railways. The study used both primary and secondary data. The primary data was collected through the interview guide distributed to senior managers at the organization. Content analysis was used to analyze data and the findings were presented in a prose format. The study revealed that the external environment of political and legal factors significantly affected the financial performance of Kenya Airways. This therefore, indicated that there was a positive connection between the external business environment and the success of the organization.

In their study (Purity & Ndegwa 2019) to find out the role of the external environment and the organization between dividing resources and maintaining competitive profitability between commercial banks in Kenya. All commercial banks in Kenya are targeted for this study. The simplified questionnaire was adopted as a data collection tool. The results of the hypothesis revealed that the external organizational environment was found to have no link between the resource allocation approach and the sustainable competitive advantage of the organization.

In their study, Kanyeria and Karugu, (2020) found out whether there were any external influences on the success of health projects. The study was conducted in the Nyandarua district. Descriptive research design was adopted in the study. The study focused on project managers on regional health projects. Data collected using a questionnaire after which they analyzed using SPSS. The study measured the relationship between the two variables with repeated linear regression. The findings of the study established a positive and significant relationship between the variability of the four health projects in the adoption of technology.

2.2.2 Influence of Stakeholders Involvement Practices on Organization Success

2.2.2.1 Stakeholder Mapping

Stakeholder mapping is a process as well as a visual tool that categorizes various stakeholders in terms of interests they represent, the amount of power they have. Stakeholder's mapping allows an organization to understand who its stakeholders are. It allows understanding who the stakeholders are for the organization, (Agwu 2019).

In their study Staicu and Pop (2018) sought to identify current and desired interactions among the stakeholders in the textile industry. The study was based on two-strand that made up the literature and provided the theoretical background for the research. The study used 27 stakeholders. The study used an online survey. The online survey ensured an understanding of the profile and knowledge of the circular economy of stakeholders that were included in the database. The study findings revealed that there was a malicious circle of different actions feeding isolation and preventing collaboration among stakeholders.

A study conducted by Antono (2016) to identify roles played by stakeholders and their position and involvement in policy formulation and of Youth Friendly Reproductive Health Services in Central Java, Indonesia. The study used a qualitative approach through interviews to collect data. The results showed that the Regional Planning and Development Board was identified as the most important stakeholders in providing policy and environmental support. Therefore, there was a positive association between stakeholders mapping and organization success.

In their study, Kalu and Rugami, (2021) found out whether stakeholder mapping and stakeholder grievance management had an impact on the implementation of infrastructure projects. The study was conducted at the Kenya Ports Authority. A stratified sample method was adopted to identify the sample size of the study population of 358 people. The study used structured questions containing closed-ended questions. The findings of the study revealed that stakeholder mapping and grievance management had a positive and significant impact on project implementation outcomes.

In their study Omondi and Kinoti, (2020), that instigated whether there was a connection between participation and the performance of projects of road construction in Kilifi County. The study targeted 150 respondents. Questionnaire was adopted as the main method of collecting data. Both descriptive and inferential statistics was adopted to analyze the data. The results recognized that stakeholder participation significantly influenced the roads construction project performance at at project identification, project planning and project implementation.

2.2.2.2 Consultative Decision making

Consultative decision-making is one of the crucial applications in organizations that increase participation and empowers the employees in any organization. In order to compete with other organizations in developed countries, leaders/managers in organizations need to create knowledge and share knowledge effectively, because knowledge is strength and this strength increases as it is shared, Rüzgar and Nilüfer. (2018)

In their study by Joseph & Carl (2017) explored the role of consultation in decision-making regarding cardiovascular protection in primary care. The study used six doctors from southeastern Sweden to record audio in 80 consultations. Research showed that the decision-making process seems to grow beyond a certain stage in consultation and beyond a single consultation. This, in turn, means that there was a positive relationship between decision-making in consultation with the success of the organization.

A study conducted by Migwi, (2018), to determine whether there was an impact on participation in decision-making by high school teachers regarding their motivation for work in Nyeri, Nairobi, and Kajiado counties. The study adopted a descriptive structure. Both of these semi-structured questionnaires for teachers and interview guides for principal were adopted for data collection. Findings revealed that public high schools took decisions in a participatory manner.

In their study Oloo and Bula, (2016) to determine whether employee participating in the process of decision-making had connection on employee performance in the retail markets in Nairobi. In their study, 30 respondents were randomly selected. Data was collected using structured questionnaire. The data was examined using both descriptive statistics and inferential statistics. The findings showed that participating in decision-making process by employees affected those four variables, by enhancing their performance

In their study Omar, & Moi, (2020) to determine whether public participation had an association in implementation of devolved projects. The study was conducted in Kenya in Wajir County on government water projects. Semi-structured questionnaire was used to collect the study data. SPSS was used to analyze data that was collected. The study results exposed that both decision-making and training was seen to have influence on water projects implementation in Wajir County.

A study by Rüzgar, (2018) sought to find the impact of various decision-making processes and their impact on organizational performance in the city of Bursa. The results of the study revealed that there was a statistically significant correlation between leadership decision-making models and staff sharing of information within

the organization. In addition, there was appositive and significant effect of sharing a leadership style in the sharing of compulsory information.

2.2.2.3 Participation in Governance

In their study Täks and Vadi, (2019), assessed how strategic governance participation on the usage of various management tools in the company. The study showed that when owners participated in strategic governance, companies use externally oriented management tools like customer relationship management. The study further showed that there was a positive association between owners and top manager's involvement and organization success.

In their study, Crow and Lockhart, (2016), explored the relationship between boards and their participation in governance on business performance hence organization success. The study was conducted in the context of high-growth companies. Data collection included first-hand observations of boards in session, semi-structured interviews. The study found out that a proactive involvement of boards in governance participation had a positive relationship on organization success.

In their study Mwangi, and Gakobo, (2019) to find out the influence of stakeholder involvement at Co-operative bank of Kenya hence organization success. 210 senior management staff members of the Co-operative bank's head office were targeted in the study. Questionnaires consisting of two open and closed questions were approved to collect respondents' data. Research findings showed that the bank put in place measures that ensured the participatory governance strategy was effective by having transformational leaders, including all stakeholders, who ensured that the allocated resources were effective in the process.

2.2.3 Influence of Strategic Choice Practice on Organization Success

2.2.3.1 Gap Analysis

Gap analysis involves finding ways to bring the current situation to the desired situation of the company. In the analysis, it can be used for the identification of the critical areas in which managers will have to reduce it, and set up a goal for the organization that will help to address the identified vulnerabilities. The Gap analysis will help in the development of an organizational deployment plan and to improve the organization's effectiveness, and in many different areas of the organization. (Kim & Yingru, 2018).

In their study Afshin and Arash (2019) to find out whether there was a gap between job satisfaction and organization success at Isfahan Province Gas Company. The study adopted questionnaire as a data collection tool. The results showed that the gap between expectations and perceptions about the extent of job satisfaction was significant and the level of job satisfaction was lower than average. This therefore meant that there was an important influence between gap analysis and organizational success.

In their study Shivaramu and Murthy (2019) to assess the influence of skill gap analysis and organizational performance on the employees at Sarnia Engineering PVT Ltd. The study was conducted using questionnaires of 101 samples from the respondents, which were randomly sampled. The study found that there was a significant connection between skill gap analysis and organization performance. The Correlation and regression analysis confirmed that the skill gap impact organization success except technical skills inferring implication of technical skill is minimal in improving the success of an organization.

In their studies Ighoro and Fasina, (2017) evaluated the influence of gap analysis on organization success in cassava organization in Nigeria. A structured questionnaire and interview schedule was used to sample and obtain data from 270 farmers. The collected data were analyzed using frequency counts, percentages, mean score, and Pearson correlation by the researcher. The study found out that skill and competency gaps among cassava farmers in the region had a significant positive impact on organization success.

2.2.3.2 Generating Alternatives

The generation of alternatives works like a solution to an organizational problem. It serves as an important component of effective problem solving. The generation of alternatives that can be used to generate a range of possible options for the management of an organization and the problems, which you can use to choose the most effective approach or combination of approaches for its implementation. Most alternatives are fewer and fewer options to choose from, so the chances are that this is a very effective approach, and will be available for the implementation of the potential of causing problems to be solved, (Johnson, 2020).

A study conducted by Muchemi, (2016) to identify the determinants of generating alternatives for drives airlines and its effect to organization success at the Kenya Airways. A descriptive survey design was adopted by the study, which involved all airlines with scheduled flights in and out of Kenya. The study found out that all the variables had a significant positive relationship and that its direct affect the proportion to the strategic alternatives for the continued operation of Kenya Airways.

A study conducted by Johnson, (2020) to find out whether the process of generating solutions using depression as the contributing problem had an effect on organizational success. A systematic literature review was conducted. A sample size of 578 students was selected from a pool of a psychology pool to complete the study. The study results indicated that there was a positive connection between alternative generation measures and ideation fluency and weak positive relationships with measures of verbal fluency.

2.2.3.3 Setting Objectives

In a study conducted by Nowak, R. (2020) to investigate whether employees understanding of setting objectives for their organizations could be used for a business organization to develop organizational culture that will improve organization success. Research study showed that there was a positive effect on employees 'understanding of their organization's goals in developing a work culture, as well as the effect of mediating work ethic in the relationship between employees' understanding of strategic objectives and organizational success.

A study conducted by Mukonambi, (2016) to investigate the effects of participative goal setting on organization success at Kenya Seed Company. This study adopted a descriptive survey research design was adopted by the study. Data collected was through questionnaires. Collection of the collected data was analyzed using SPSS computer software version 20. The study results revealed that the team goals and employee involvement in goal setting did improve performance. The study found that participation in goal setting does improve organization success.

In their study, van der Hoek and Kuipers, (2018) to examine whether setting team objectives contribute to team performance and in turn organization success in the Dutch public sector. A study survey was adopted to collect data in the public sector. Analysis of research data showed that both clarity of purpose and self-regulation positively affects group performance. However, the effect of clarity of objectives on group performance was not affected by group performance, however, indicated by the non-significant measurement results of self-regulation and knowledge enhancement.

2.3 Summary of the Research Review and Research gaps

Literature review discussed above indicates that Environmental analysis practices, Stakeholder's involvement practices and Strategic choice practices influences organizational success at Airtel Kenya Limited. Literature review noted that the integration of the four factors is supreme in enhancing maximum organizational success. These factors are linked together for the overall success of the organization.

Telecommunication services and products enhance long-term growth of Airtel Kenya Limited. Furthermore, customer-focused advanced innovations such as building a social connect with its customers, improving network reliability and lastly enabling customers through digitization services have been among the major product strategies offered by Airtel Kenya towards enhanced organizational success. The current study identified extensive studies on the role of strategy formulation on organizational success of Airtel Kenya Limited, Environmental analysis practices, Stakeholder's involvement and Strategic choice practices on organizational success.

However, the study notes that there is a limited research on the relationship between the development of the strategy and the success of the organization as a dependent variable. The researcher found that there is a limited statistical data on the strategy formulation process and its impact on Airtel Kenya Limited. For this reason, this study aims to fill the gaps, by the determination of the influence of the development of the strategy practice, and its influence at Airtel Kenya Limited.

Strategy formulation process performs a critical role in any organization success hence this study assessed the determinants of strategy formulation influences. Carvalho and Almeida (2018) did a study strategic choice influence Organization performance in the heavy construction companies in Brazil. The study revealed that the Collaborating effects triggered by political and cognitive situations obstructed the company's strategic decisions. Besides, the gap in this is that the study only focused on one dimension of strategy formulation and not all the dimensions of strategy formulation. Besides, the study was done in construction industry and not the Telecommunication industry.

Muraguri (2016) studied on the dimensions of strategic intent execution and performance of Universities in Kenya. The study revealed that there was a Positive relationship between strategic intent execution and University performance. However, their study only measured one component of strategy formulation that's (strategic intent) as the only variable, that affects performance. Critical examination of the literature from previous studies, research on influence of strategy formulation process has been scarce and has not addressed the variables under study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

In the third chapter, the research considered the methodology of the research study which included the following sections- the research study design, the research site of the study, the study population, the study sample size and sampling methods, data sources and tools, data collection procedures, data processing and analysis, and, ultimately, the legal and ethical consideration of the study.

3.2 Research Design

A research design is a structure arranged in a systematic way that the researcher adopted while carrying out data collection process. The systematic structure is useful in outlining the order of activities done by the researcher. This study adopted a descriptive correlational research design because it was a formal way of providing more answers on questions posed, Creswell, (2017) as well as it was appropriate in creating a profile of the variables. This study used a descriptive correlational research design to assess the influence of strategy formulation practices on organization success.

The respondents of this study expected to describe their everyday experiences about strategy formulation practices and how it influences organization success. The study also adopted a correlational design because it was simple and objective in describing the strength of a relationship between two variables strategy formulation practices, which was the independent variable, and the strategy formulation process that was the dependent variable of the study.

3.3 Research Site

This study was carried out at Airtel head offices located in Parkside Towers, Nkrumah Road alongside Mombasa Road Nairobi County. Over the years, Safaricom has overpowered the Airtel in the market share. This provided a sound understanding of the influence of strategy formulation practices on organization success at Airtel Kenya, which represented all telecommunication organizations in the study.

3.4 Target Population

The population consists of the whole group of events, elements and people that have a common observable characteristic (Lewis, 2015). The researcher targeted 184 permanent employees working at their head offices in Parkside Towers, Nairobi County. Table 3.1 showed the target population which was grouped according to the management level.

Table 3.1 Target Population

Category	**Population (Frequency)**	**Percentage (%)**
Sinour level	85	46
Middle level	99	54
Total	**184**	**100**

Source: Airtel Human Resource Records (2021)

3.5 Study Sample

3.5.1 Sampling Procedure

The process of sampling entails dividing a large group into sub-group that have common characteristics. The study adopted stratified random sampling that demonstrated fairness and equality in selection. This technique involves first dividing a group into sub-group and then applying random sampling method to each sub-population to form a test group, Yin (2017).

3.5.2 Study Sample Size

Information gathered from the sample can be generalized to depict population of the study when the samples are carefully chosen to reflecting the population characteristics or attributes. There are numerous methods to determine sample size, which include using mathematical formula and consensus. Kothari (2003) also observed that stratified random sampling makes sure the sample selected is inclusive of the study population subgroups that could be omitted should other techniques be applied. This study used a consensus survey to identify the study sample, as the target population was small.

3.6 Data Collection

3.6.1 Data Collection Instrument

This study used adopted a questionnaire to collect data as the primary method of collect research data. The researcher designed questionnaires for 184 permanent employees working at Airtel Kenya limited. The questionnaires included both closed ended questions. The questionnaire also adopted a 5-point rating scale to ensure the degree of the existence of the variables of interest in the study population.

On open-ended questions, the respondents were allowed to express themselves more freely as well as provide any other information relevant to the study. The researcher administered the questionnaires by means of Drop and pick method. Questionnaires were also administered through google forms to respondents who were not at the offices physically. Secondary data was collected from the organization past records. This was through a checklist that collected data on profitability customer satisfaction and employee retention.

3.6.2 Pilot Testing of Research Instrument

A pilot study is a small-scale form of the whole study used to determine procedures, parameters and materials to be used in the final study. According to Mertler (2018), piloting test in the study is essential for noticing weaknesses in the research design and making corrections such that the collected information is reliable and valid. The pilot study involved testing the questionnaire using 20 staffs working at the Kenyatta Avenue Airtel Shop. According to Flick (2014), an appropriate pilot group is composed of 1-10% of the sample size, thus the study used 10% of the sample size.

3.6.3 Instrument Reliability

Cronbach alpha is the basic formula for defining the reliability based on internal uniformity. An internal consistency technique was applied using Cronbach's Alpha in order to test whether the instrument was reliable. The alpha value ranges from 0 to 1 with reliability growing with the increase in value. A Coefficient of values greater than 0.7 are regarded as reliable hence show that the research instrument was good and reliable (Tavakol & Dennick, 2011).

3.6.4 Instrument Validity

Validity means extent the results derived from the data scrutinized and reflects actual phenomena under study (Kothari, 2004). Validity is meant to ascertain whether the results are accurate, correct, complete, believable and meaningful. Besides, external validity relates to the simplifying of study discoveries from survey research to entire population. Internal validity in this study addressed the extent to which the variances that have been found for the dependent variable directly related to the independent variable. In this research subject matter experts ascertained content validity and the supervisor who ensured the measuring techniques in the tools as well as coverage of the subjects′ areas was as stipulated in the questionnaire.

3.6.5 Data collection Procedures

First, the researcher attained a letter of introduction from Africa Nazarene University to enable the researcher identified by Airtel Limited staff. The researcher collected a permit from NACOSTI to facilitate the data collection. The questionnaires were distributed to senior and middle level management through the heads of the various departments. A letter from the university was given to the respondents to avoid any suspicion or mistrust respondents would have about the study. Questionnaires were distributed by a drop and pick method. The google forms were also used to gather data from the respondents that were not present at the workstation. After collecting data, the researcher edited the data on same day to check whether it was complete, consistent and reliable of data. The researcher further coded the responses in the coding sheets by copying the data from the questionnaire by assigning characters symbols (numerical symbols). Lastly, the researcher screened and cleaned the data to make sure there was no errors in the data.

3.7 Data Processing and Analysis

Immediately after the researcher put together the data from the respondents it went through a data analysis process that involved editing, coding and tabulation of the collected data into simpler summaries (Yin, 2013). Open-ended questions were analyzed by use of thematic analysis. The data was then entered into Statistical Package for Social Sciences (SPSS) version 25.0 and MS. excel for further analysis. The researcher conducted descriptive statistics. This was through frequency counts, percentages, mean, mode and standard deviation. In order to determine the relationship between predictor variables (environmental analysis, stakeholder involvement and strategic choice) and the dependent variable (organization success) multiple regression analysis and t-test statistics was used. The regression model assumed that the responses Y to the explanatory variables were linear in the parameters and that the errors were independent and identically distributed. The multiple linear regression was used to test for influence of independent variables on the dependent variable. The Multiple Regression Model followed this format:

$$Y= \beta 0+ \beta 1X1+\beta 2X2+\beta 3X3 + \varepsilon$$

Where Y= Organization Success at Airtel Company Limited, B0 = Constant, β1, β2 and β3 are Coefficients of the influence of strategy formulation on organization success.

ε = error term X1= environmental analysis

X2= stakeholder involvement X3= strategic choice

The researcher presented the data in the form of charts, pie charts, tables, narrations and figures.

3.8 Legal and Ethical Considerations

First, authorization to conduct the research was acquired from the established statutory bodies like NACOSTI and the management of Airtel Company to ensure that the access of the research site was sought in an ethical way. Every measure was taken to comply with confidentiality, honesty and emotional care. The most pertinent legal and ethical issues addressed included the principle of confidentiality, informed consent and acceptance. The researcher made sure that the respondents' consent was obtained prior to the questionnaires being distributed to the respondents.

The researcher provided a brief description of the research in the introduction of the questionnaire, and indicated that the information gathered would be treated with confidentiality and academic professionalism by the researcher. Further, the findings of the study presented without doctoring and in the process of writing the project; plagiarism was avoided by acknowledging ideas from other scholars and researchers.

CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

4.1 Introduction

The section was organized thematically according to objective of the study as follows; Characteristics of the respondents, response rate, reliability analysis, gender of the respondents, age of the respondents, Education level and experience of the respondents, Presentation of Research Analysis, Findings, and Interpretation. Relative frequencies were used in most of the questions in addition to mean, standard deviation and finally regression analysis showed whether and how variables were related. The researcher coded the collected data into SPSS Version 25.0 and MS Excel in order to analyze and present the data. The presentation of this study was done in form of figures, charts, graphs and tables.

4.2 Characteristics of the Respondents

The researcher asked the respondents who participated in this study to specify their information to establish whether they represented the target population sample for generalization purpose. The characteristics of the respondents are presented under the following sub-headings: Gender, age, educational levels and the length of service.

4.2.1 Response Rate

Out of the 184-targeted respondents, 139 responded to the both questionnaires administered physically and through google forms. On the response rate, the researcher indicated the results of the study findings in the table 4.1 as shown below.

Table 4.1 Response Rate

Category	Frequency	Percentage (%)
Returned	139	**76**
Not- Returned	45	**24**
Total	**184**	**100**

Source: Researcher (2021)

The response rate indicates that those questionnaires filled and returned for analysis accounted for 76%. This means that the response rate was considered adequate for the study and this indicated that the analysis could be done using the above questionnaires.

4.2.2 Reliability Analysis

The Cronbach's alpha coefficient was adopted in order to assess the reliability of the research study for each variable. Table 4.2 showed that each variable was considered reliable because their Cronbach's alpha coefficient had higher values of more than 0.7 therefore in general terms deemed adequate

Table 4.2 Reliability Analysis

Variables	Units	Cronbach's Alpha coefficient	Percentage (%)
Environmental analysis practices	5	0.741	74.1
Stakeholder's involvement practices	5	0.737	73.7
Strategic choice practice	5	0.726	72.6
Organization success	5	0.701	70.1

Source: Researcher (2021)

From table 4.2, it can be noted that the reliability test of the four variables indicated that the Cronbach Alpha Coefficient of Environmental analysis practices was 74.1%, Stakeholder's involvement practices with 73.7%, Strategic choice practice with 72.6% and organization success with 70.1%. The above reliability test shows that the questionnaire can be relied upon for further statistical manipulation.

4.2.3 Gender of the Respondents

The study sought whether gender was represented by the study from the respondents determine the gender of the respondents. The study outcomes were presented on the figure 4.1 revealed below.

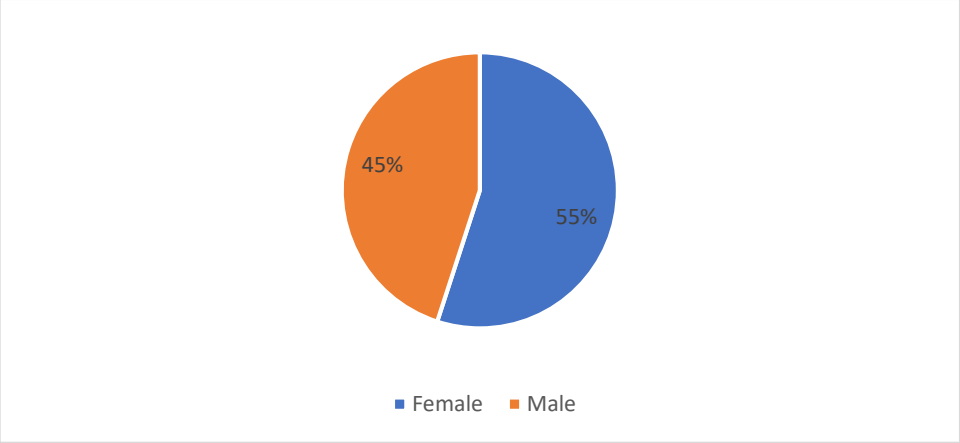


Figure 4.1 Gender of the respondents

Source: Research Data (2021)

The findings established that most respondents 55% were females followed by 45% who were males. From figure 4.1, notably that there was difference between the genders on those respondents who participated on the study.

4.2.4 Age of the Respondents

The researcher requested the respondents to specify their age by the researcher. The researcher-categorized ages of the respondents from the range of 18 years to above 51 years. Respondent's age ranges are shown below.

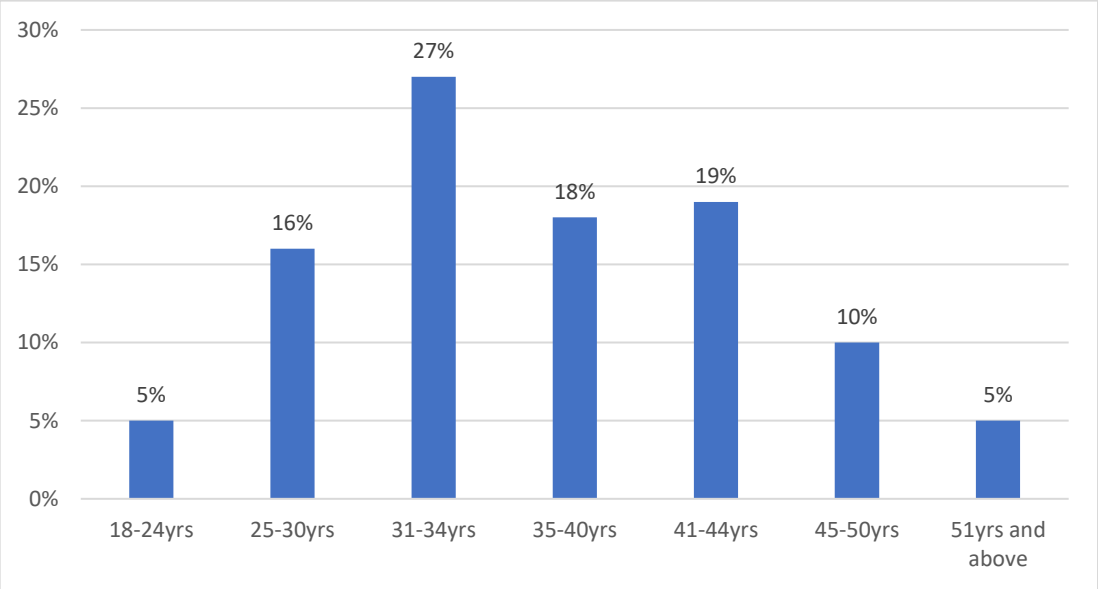


Figure 4.2 Age of the Respondents

Source: Research Data (2021)

It was revealed by the respondents in Figure 4.2 above that 5 % were 18-24 years, 16% were 25-30 years while 27% were 31-34. 18% were 35-40 years, 19% were 41-45, and 10 % were 45-50. Finally, 5% were 51 years and above. It can be noted that those respondents who participated on the influence of strategy formulation practices on organizational success at Airtel Kenya Limited majority accounted for 27% with a range of 31-34 years.

4.2.5 Highest Level of Education

The respondents were requested to specify their highest level of education by the researcher. The result on the highest level of education among the research respondents was indicated on the Figure 4.3 as shown below.

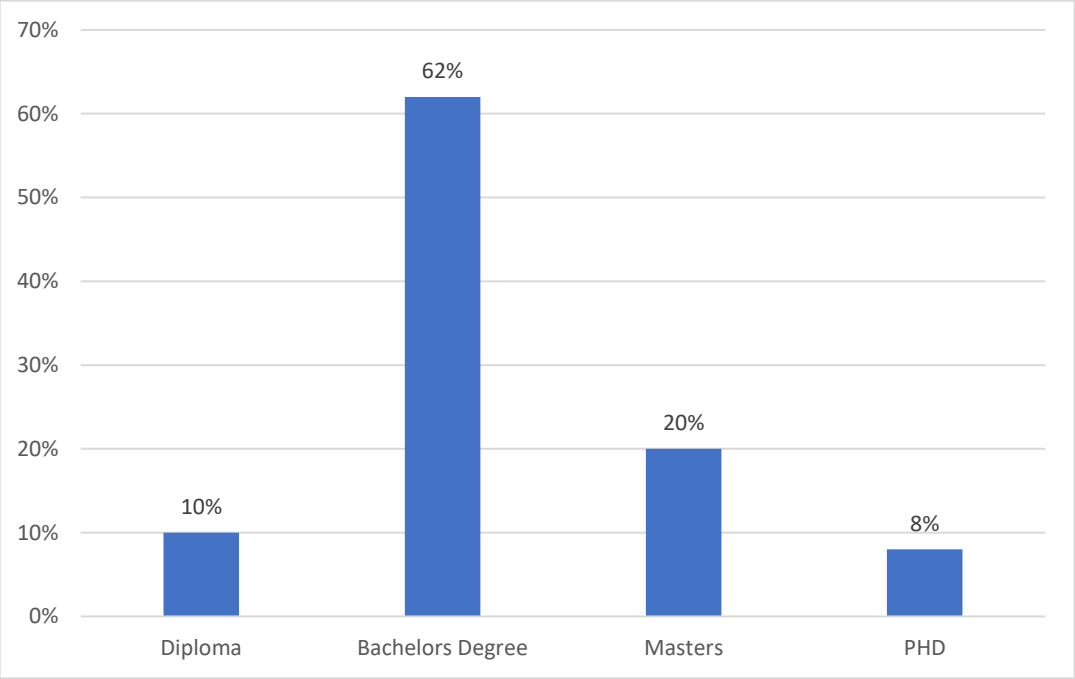


Figure 4.3 Academic qualification of the Respondents

Source: Research Data, (2021)

The findings indicate that 10% had Diploma, 62% were found to have Bachelor's degree, and 20% had Master's degree while 8% were found to have PHD. This shows that the respondent's level of education enabled them to read and respond to questionnaires in an appropriate way as required by the study. It can be noted therefore by the researcher findings that utmost 62% of the respondents had Bachelor's degree.

4.2.6 Working Experience

The researcher asked the length of time respondents had stayed in the organization. On working experience, the response was as follows:

Table 4.3 Working experience of the respondents

Working experience	Frequency	Percentage (%)
Less than 5 years	34	24
6-10 years	55	39
11-15 years	35	26
16 years and above	15	11
Total	**139**	**100**

Source: Research Data, (2021)

The research findings show that 24% have worked less than 5 years, 39% worked for 6-10 years, 26% respondents worked for 11-15 years and 11% of the respondents had worked at Airtel Kenya Limited for more than 16 years and above. The study revealed that most respondents worked for more than 5 years in their departments a sign that they were well versed of their company's information; hence, they had adequate knowledge about the company.

4.3 Presentation of Research Analysis, Findings, and Interpretation

4.3.1 Environmental Analysis Practices

The researcher asked the respondents to indicate their agreement with each statement concerning Environmental analysis practices at Airtel Kenya Limited and how it has influenced success of the organization. The researcher adopted scale of 1-5. 1-Strongly Disagree, 2-Disagree, 3-Uncertain, 4-Agree, 5-Strongly Agree was used. The finding of the study shown below.

Table 4.4 Environmental Analysis Practices

Statement	Mean	Std. Dev
My organization periodically gather and analyses data about market and other external factors which affect the business	2.178	0.820
My organization assess the industry as a whole in terms of new competitors and concepts, new technologies, price trends, labor practices, etc.	1.876	0.921
My organization analyses external/market to identify key threats and opportunities to the business	1.496	0.814
My organization also periodically gather and analyses data about internal operations of the business	1.794	0.833
Through internal analysis my organization identify key strengths and weaknesses in the organization	1.669	0.767
Composite Mean and standard deviation	**1.802**	**0.736**

Source: Research Data, (2021)

On the respondent's valuation on validity of each statement as regards environmental analysis practices as a determinant of organizational success at the Airtel Kenya Limited. The results revealed that the following statements were regarded as valid; respondents agree that the organization periodically gather and examines data about business market and other factors externally which influences the business as shown by the findings mean of 2.178 as well as a standard deviation of 0.820. Similarly, most study respondents agree that there is no undue influence by the organization on assessing the whole business industry in terms of concepts, new competitors and new technologies, price trends, labor practices, etc. as shown by a mean of 1.876 as well as a standard deviation of 0.921.

The study findings showed that the organization examines external market environment to find key threats and opportunities to the organization business as shown by a mean of 1.496 as well as a standard deviation of 0.814. The study respondents also agree that the organization periodically gather and analyses data about the business internal operations as shown by a mean of 1.794 as well as a standard deviation of 0.833. The participants agreed that through internal analysis the organization finds key strengths and weaknesses in the organization as shown by a mean of 1.669 as well as a standard deviation of 0.767.

4.3.2 Stakeholders Involvement Practices

The researcher asked the respondents to indicate their agreement with each statement about Stakeholder's involvement practices at Airtel Kenya Limited and how it has influenced success of the organization. The researcher adopted a scale of 1-5. 1-Strongly Disagree, 2-Disagree, 3-Uncertain, 4-Agree, 5-Strongly Agree was used. The research findings are as shown below.

Table 4.5 Stakeholders Involvement Practices

Statement	Mean	Std. Dev
The success of my organization has been due to stakeholder's involvement in its strategy formulation.	1.860	0.683
My organization has enhanced stakeholder's involvement during strategy formulation	1.992	0.738
My organization has raised stakeholder's involvement in strategy formulation.	2.051	0.706
The concerns of stakeholders are taken care off by my organization	1.536	0.803
My organization has improved its decision-making process through stakeholder's involvement.	2.123	0.683
Composite Mean	**1.912**	**0.722**

Source: Research Data (2021)

On the respondents rating on validity of each statement as regards to stakeholder's involvement as a determinant of organizational success these statements were regarded as valid; respondents agreed that the success of the organization has been due to stakeholder's involvement in its strategy formulation process as indicated by mean of 1.860 as well as a standard deviation of 0.683. Majority of the study participants agreed that the organization has enhanced stakeholder's involvement during strategy formulation process as by a mean of 1.992 and a standard deviation of 0.738. The findings showed that most of the participants agreed that the organization has raised stakeholder's involvement in strategy formulation as indicated by a mean of 2.051 as well as a standard deviation of 0.706.

Most study respondents agreed that the concerns of stakeholders are taken care of by the organization as indicated by mean of 1.536 and a standard deviation of 0.803. Similarly, most participants agreed that the organization has improved its decision-making process through stakeholder's involvement as indicated by a mean of 2.123 as well as a standard deviation of 0.683.

4.3.3 Strategic Choice Practice

The researcher asked the respondents to indicate their agreement with each statement concerning Strategic choice practice at Airtel Kenya Limited and how it has influenced success of the organization. The study adopted a scale of 1-5. 1-Strongly Disagree, 2-Disagree, 3-Uncertain, 4-Agree, 5-Strongly Agree was used as shown below.

Table 4.6 Strategic Choice Practices

Variable	Mean	Std. Dev
My organization has fulfilled its economic responsibiliti in its strategic choice.	3.864	.909
My organization has fulfilled its ethical responsibilities i its strategic choice	1.786	.835
My organization has fulfilled its legal responsibilities in its strategic choice	1.906	.968
Existing products and services have been improved by making good strategic choices	3.829	1.041
Employee's suggestions largely drive the strategic choic	4.012	.869
Composite mean	**3.079**	**0.924**

Source: Research Data (2021)

On the respondents rating on validity of each statement as regards to strategic choice practices as a determinant of organizational success. The study found that statements were regarded as valid; the study showed that the majority of the respondents were neutral moving towards disagreement of the organization fulfillment of its economic responsibilities in its strategic choice indicated by a mean of 3.864 as well a standard deviation of 0.909. Respondents agreed that the organization has fulfilled its ethical responsibilities in its strategic choice as indicated by a mean of 1.786 as well as a standard deviation of 0.835. Similarly, the study showed that the majority of the participants agreed that the organization has fulfilled its legal responsibilities in its strategic choice by a mean of 1.906 as well as a standard deviation of 0.968.

Most respondents from the study agreed that the existing products and services had improved by making good strategic choices indicated by a mean of 3.829 as well as a standard deviation of 1.041. Lastly, most participants were in disagreement that employee's suggestions largely drive the strategic choices revealed by a mean of 4.012 and a standard deviation of 0.869.

4.3.4 Organization Success

The researcher requested the respondents to indicate whether they were in agreement with each statement about Organization success at Airtel Kenya Limited and how it has influenced success of the organization. The study adopted a scale of 1-5. 1-Strongly Disagree, 2-Disagree, 3-Uncertain, 4-Agree, 5-Strongly Agree was used. The study findings were as shown below.

Table 4.7 Organizational Success

Variable	Mean	Std. Dev
My organization encourages price consideration on goods and services to increase profits.	2.176	1.138
My organization handles customers complains to increase customer satisfaction.	1.786	.519
My organization encourages employee's engagement to increase to Retention.	1.496	.648
My organization provides customers feedback on the concerns	1.794	.655
My organization has increased in retention rates through customer satisfaction	1.699	.631
Composite Mean	**1.790**	**0.718**

Source: Research Data, (2021)

On the respondents rating on validity of each statement as regards to organizational success, statements were regarded as valid; the majority of the respondents agreed that the organization encourages price consideration on goods and services to increase profits as revealed by a mean of 2.176 as well as a standard deviation of 1.138. Likewise, majority of the participants agreed that, there is remarkable increase in customer satisfaction by handling customer complaints on time shown with a mean of 1.786 as well as a standard deviation of 0.519.

Most of the study participants strongly agreed that the organization encourages employee's engagement to increase to Retention as shown by a mean of 1.496 as well as a standard deviation of 0.648. Most study participants agreed that the organization provides customers feedback on the concerns as shown by a mean of 1.794 as well as a standard deviation of 0.655. Similarly, majority of the study participants agreed that the organization has increased in retention rates through customer satisfaction as shown by a mean of 1.669 as well as a standard deviation of 0.631.

4.4 Inferential Statistics Results

This study adopted inferential statistics, which included the use of correlation analysis and multiple regression analysis. The use of different tests was driven by the need to corroborate results and to further query the results to find out more about the underlying patterns explaining such results. This study sought to find out the correlation analysis of influence of strategy formulation on the organizational success. The four variables Environmental analysis practices, Stakeholders Involvements practices, Strategic Choice Practices and finally organizational success.

4.4.1 Correlation Analysis

The four variables Environmental analysis practices, Stakeholder involvement practices, strategic choice practices and organizational success. Pearson correlation coefficient analysis in the study was adopted to measure the degree of association between variables under consideration. The analysis was computed and presented on table 4.8

Table 4. 8 Correlations Coefficient

		Organization success	Environmental analysis	Stakeholder involvement	Strategic choice
Organization success	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	139			
Environmental analysis	Pearson Correlation	.694**	1		
	Sig. (2-tailed)	0			
	N	139	139		
Stakeholder involvement	Pearson Correlation	.751**	.838**	1	
	Sig. (2-tailed)	0	0		
	N	139	139	139	
Strategic choice practice	Pearson Correlation	.639**	.717**	.759**	1
	Sig. (2-tailed)	0	0	0	
	N	**139**	**139**	**139**	**139**

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

Source: Research Data, (2021)

Table 4.8 revealed that all the four variables had positive relationship with the organizational success. First, the Pearson correlation of environmental analysis practices was 0.694 that indicates that it was significant as the p – value was less than 0.01 that is 0.00 and thus plays a role on success of Airtel Kenya Limited. The second variable of stakeholder involvement had also a positive Pearson correlation of 0.751, which was significant at the 0.01; hence, it influences organizational success. Finally, strategic choice practices had a positive Pearson correlation of 0.639 that significant at the 0.01 that shows that it plays a major role on success at Airtel Limited.

4.4.2 Multiple Regression Analysis

The study findings on multiple regression analysis showed how the independent variables influenced jointly the dependent variable and to what level, each independent variable influenced the dependent variable. The aim was to analyze the impact of the three independent variables with respect to dependent variables as shown in the summary below in Table 4.9.

Table 4.9 Multiple Linear Regression Analysis summary

Model	R	R-Square	Adjusted R Square	Std. Error of the estimate
1.	.892(a)	.812	.746	.401

Source: Research Data, (2021)

a Predictors: (Constant), Environmental analysis practices, Stakeholders' involvement practices, Strategic choice practice, and organizational success.

The multiple regression summary indicated the summary of the regression analysis on independent variables: Environmental analysis practices, Stakeholder's involvement and strategic choice practices and organizational success as the dependent variable. Adjusted R squared being a coefficient of determination; it showed changes in independent variables and attendant variation in the dependent variable. Table 4.7 showed the adjusted R squared as .746, which indicated that 74.6% variation on dependent variable. Hence, it showed significant positive influence between the organization success and the independent variables-Environmental analysis practices, Stakeholder's involvement and strategic choice practices.

4.4.3 Analysis of Variance

The Analysis of Variance (ANOVA) of the study shows how well the model fits. The study data and the study results were presented on table 4.10 as shown below.

Table 4.10 Analysis of Variance

Model		Sum of Squares	Df	Mean Square	F	Sig
	Regression	2.092	4	0.523	4.821	.0004[b]
1	**Residual**	11.949	135	0.90		
	Total	**14.041**	**139**			

Source: Research Data, (2021)

a. Dependent Variable: Organizational success.

Predictors: (Constant), Environmental analysis practices, Stakeholders' involvement practices, Strategic choice practice.

From the table 4.10 above, the study established that ANNOVA had a significance level of 0.004%, which indicated that the data was significant to make a conclusion on the population, as the value of significance was less than 0.005. F (4.821) static, is the regression mean divided by the residual mean. The significance value shown by 0.004 is smaller than the estimated value of 0.005 which implies that the data was the significance for making the conclusion that is predictors variable: Environmental analysis practices, Stakeholders' involvement practices, Strategic choice practice explain the variation in the dependent variable organization success.

4.4.4 Regression Coefficient Results

Table 4.11 Regression Coefficient Results

Model	Unstandardized Coefficient B	Std. Error	Standardized Coefficients Beta	T	Sig
(Constant)	**2.946**	**2.426**		**.0836**	**0.0044**
Environmental analysis practices	0.164	0.187	0.253	.0811	0.0041
Stakeholders' involvement practices	0.153	0.777	0.053	0.550	0.0031
Strategic choice practice	0.189	0.257	0.363	0.332	0.0018

Source: Research Data, (2021)

Dependent Variable: Organization success

From the data analyzed above, the findings showed that the regression equation was

Y = 2.946 +0.164X1+0.153X2 + 0.189X3.

X1 is Environmental analysis practices, X2 is Stakeholders' involvement practices; X3 is Strategic choice practice. From the linear regression model, Y = 2.946 +0.164X1+0.153X2 + 0.189X3 the independent variables have a positive coefficient. Therefore, the results show that the independent variables, Environmental analysis practices, Stakeholders' involvement practices and Strategic choice practice have a positive and significant influence on the organizational success. The factors under consideration deemed statistically significant since the attained P- values were less than 0.05.

4.5 Hypothesis Testing

4.5.1 Hypothesis 1

Table 4.12 environmental analysis practices and organizational success

Model		Sum of Square	df	Mean Square	F	Sig.
1	**Regression**	0.41	1	11.125	11.393	.043
	Residual	14.160	138	.703		
	Total	**14.57**	**139**			

Source: Research Data, (2021)

The table 4.12 above, showed that the p-value of .043, which was lesser than .05. The ANOVA output table indicated that the regression was significant in forecasting organizational success at Airtel Kenya Limited. From the study findings the null hypothesis ($H_{o1:} \neq 0$) was rejected and conclusion made that organization Environmental analysis practices has a positive and significant influence on organizational success.

4.5.2 Hypothesis 2

Table 4.13 stakeholder's involvement practices and organizational success

Model		Sum of Square	Df	Mean Square	F	Sig.
1.	**Regression**	20.913	1	11.913	9.418	.003
	Residual	131.288	138	.907		
	Total	**152.201**	**139**			

Source: Research Data, (2021)

Table 4.13, showed p-value of .003, which was lesser than .05. The ANOVA output table indicated that the regression results was significant in predicting organizational success at Airtel Kenya Limited. From the study findings the null hypothesis ($H_{o2:} \neq 0$) was rejected and conclusion made that stakeholder involvement practices has a positive and significant influence on organizational success.

4.5.3 Hypothesis 3

Table 4.14 strategic choice practices and organizational success.

Model		**Sum of Square**	**Df**	**Mean Square**	**F**	**Sig.**
1.	**Regression**	20.812	1	10.131	9.233	.001
	Residual	156.374	138	.707		
	Total	**177.186**	**139**			

Source: Research Data, (2021)

Table 4.14, showed p-value of .001, which was lesser than .05. The ANOVA output table indicated that the regression results was significant in predicting organizational success at Airtel Kenya Limited. From the study findings the null hypothesis ($H_{o3:} \neq 0$) was rejected and conclusion made that strategic choice practices has a positive and significant influence on organizational success.

CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introductions

The main study purpose was to determine whether aspects influencing strategy formulation practice required for effective organizational success are in use within Airtel Kenya Limited. This chapter is divided in to various sections that include the following: - the discussion of the study findings, the Summary of the Main Findings, the study conclusions and the recommendations of the study for improvement as well as future studies.

Summary was conducted in relation to major findings that reflects the specific objectives of the study while discussion was conducted in reference to other findings established in literature review hence quoting level of agreement or disagreement with the current study. Conclusion was carried out in line with the variables of the study while recommendations focused on areas of improvement towards enhancing the success of Airtel Kenya Limited.

5.2 Discussion.

This section gives a discourse on other previous studies carried out as per the study independent variables, which include Strategy formulation practices and organizational success. This section is categorized into the following subsections: Influence of Environmental analysis practices on organization success, influence of stakeholders' involvement practices on organizational success and Influence of Strategic choice practices on organization success.

5.2.1 Influence of Environmental analysis practices on organization success

Majority of respondents strongly agreed that the organization collects and analyzes periodic data about business market and other external factors affecting the business as supported by the mean of 2.178 and the standard deviation of 0.820. Respondents felt that the organization was analyzing the organization as a whole. This is in terms of the new competitors and other concepts, new technologies, market prices, operating methods, etc. This was supported by a mean value of 1.876 and a standard deviation of 0.921. Through this, it assisted the organization in developing the best strategies.

The study findings further noted that the organization analyses the external environments as well as market environment to detect the key threats and opportunities to the organizational business. This was backed by a mean of 1.496 and a standard deviation of 0.814, which is helpful in formulating proper organizational strategy. The respondents through the study findings pointed out that the organization periodically gather and examines reliable data about internal organizational operations of the business. This was backed by a mean of 1.794 and a standard deviation of 0.833 to ensure business environmental analysis hence identifying the best strategies to use by the organization.

Lastly, the study through the findings also revealed that through internal analysis the organization was able to recognize the key organizational strengths and weaknesses within the organization. This was backed by a mean of 1.669 and a standard deviation of 0.767. The findings of the study showed that the majority of respondents felt that the organization was collecting and scrutinizing reliable data on the business market and other external factors affecting the business. This was

supported by a mean of 2.178 and a standard deviation of 0.820, which improved the organization's success. This is in line with the findings of Njoroge et al., (2016) in which they argued that the survival and success of an organization depend on the competent collaboration between organizational management and timely responses to environmental changes.

The hypothesis was tested using regression analysis. The results showed a p-value = 0.43. This confirms that the model can be used to determine 43% of the variations in the relationship between environmental analysis practices and organizational success. This indicates that the null hypothesis was rejected which means that environmental analysis practices have a good and significant influence organizational success.

A study conducted by Leon, Margaret & Charles, (2017) in Kenya indicated that there was a significant weak positive association between the scanning of the environment and the performance of HIV and Aids arbitrations by NGOs in Nyanza region. The study presumed that the environmental scanning of the interventions added value to the performance HIV and AIDS involvements managed by non-governmental organizations. The study revealed that the PEST approach was the most effective in conducting the environmental scanning in organizations.

It is evident clear from the study that environmental analysis practices influence organizational success and that it had a positive influence on Airtel Kenya Limited. This was indicated by a composite mean of 1.802 of the study findings. This is supported with the study findings done by Asser (2018) that found out that dynamic environmental analysis practices positively influence the performance of commercial-based state parastatals in Kenya. This was indicated by the findings,

which showed that 47.2% of the respondents strongly supported. In the same vein, when organizational success improves, Airtel Kenya Limited realizes positive performance.

When the positive changes in the external process, through environmental analysis, Airtel is poised to realize the positive changes in their success. The prepositions arising from the findings of this study are supported by the empirical study on Matatu Savings and Credit Cooperatives in Kenya by Mang'ana et al (2020) which indicated that environmental analysis has a positive relationship with the performance of Matatu Saccos. The extent of environmental analysis was found to have a $p= 0.113$ influence on the performance of Matatu Saccos which was relatively low but significant.

From this, the study established that competitive industry analysis through internal analysis had a significant influence on organizational success. This was indicated by a study mean of 1.794 as well as a standard deviation of 0.833. It can therefore be observed that the success of Airtel Kenya Limited was highly affected by competitive industry analysis in internal business analysis. Relationships established in this study being strong and positive imply that while there was an improvement in the competitive analysis, Airtel Kenya Limited realize success in their performance. The outcomes are similarly with the study findings of Pulaj (2017) who in their descriptive study strongly depicted that an improved competitive analysis has a positive relationship on organizational success as supported by $p< 0.05$.

This study revealed that market analysis through external analysis had a significant relationship to organizational success with both observation and surveys with a mean of 2.178 and a standard deviation of 0.820. In this regard, it can be deduced

that market analysis positively influences the success of organizations. This is in line with a study done by Mbithe & Kilika (2017) that revealed that external environment analysis had a positive influence on the organization success.

The findings of this study relate to those of Ayubu (2015) who found out that market analysis influences organizational success with a p-value of 0.161. Evidence gathered further from this study showed that, in order to carry out market analysis it is necessary to evaluate the organization as a whole in terms of new organization competitors and concepts, new technologies, price trends, labor practices, etc. This is backed by a mean of 1.876 and a standard deviation of 0.921. Thus, the study findings revealed that both new organization competitor analysis and new technologies analysis played a very important role in the organization marketing analysis.

The findings are in support of the assertion by Zainuddin (2017) that well-planned market analysis influences organizational performance as supported by a p-value of 0.475. During market analysis in the external business environmental analysis, it is important that the organization identify key threats and opportunities to the business. In this study, it is evident that market analysis through identifying key threats and opportunities influences organizational success. This evidence is backed by a mean of 1.496 as well as a standard deviation of 0.814.

This finding supports the findings conducted by Asha (2017) that aimed at finding out the effect of marketing analysis practices on the performance of the organization, a case of cement manufacturing firms in Kenya. The findings from the study discovered that cement manufacturers in Kenya use both financial and non-financial

actions to evaluate their performance. The study revealed that the regular conduct of marketing research has improved both performance actions in these organizations.

5.2.2 Influence of Stakeholders involvement practices on organization success

Most respondents from the study results indicated that the success of the organization has been due to stakeholder's involvement in the strategy formulation process of the organization. This is maintained by a mean of 1.860 and a standard deviation of 0.683. Respondents to the study also agreed that the organization improved participants' participation during the development of the strategy. By involving the participants, it helped the organization to get various views on the strategy development. This is maintained by a mean of 1.992 with a standard deviation of 0.738. Accordingly, respondents agreed that the organization should increase stakeholder participation in the strategic planning process. This is supported by the mean of 2.051 and the standard deviation of 0.706.

Respondents agreed that participants' complaints were addressed. This is supported by the mean of 1.536 and the standard deviation of 0.803. Finally, research has shown that the organization has improved their decision-making processes through stakeholder engagement. This is maintained by the mean of 2.123 and the standard deviation of 0.683. Nthiga & Moi, (2021) affirm that involving participants in governing influenced the development agenda of the projects, which the study revealed it was either average, or above average

Hypothesis of the study was tested using regression analysis. The results show showed p-value of .003, which was lesser than .05. This confirms that the model can be used to determine 0.3% of the variations in the influence between stakeholder involvement practices and organizational success. This indicates that the null

hypothesis is rejected which means that stakeholder involvement practices have a positive and significant influence on organizational success.

The respondents of this study were in agreements that the success of the organization has been due to stakeholder's involvement in its strategy formulation process. This is revealed by the mean of 1.860 and the standard deviation of 0.683. This study is in line with a study by Kalu & Rugami (2021) that investigated stakeholder management, communication, and grievance management having a positive and effective effect on project implementation. Research showed that stakeholder development enhances the ability and confidence of participants to make organizational decisions and choices.

This study sought out whether Stakeholder involvement practices existed for strategy formulation rendered to the organizational success. The study results revealed that stakeholder involvement has a significant relationship to strategy formulation. This was backed by a composite mean of 1.992. These findings are similar to that of Mulyungi and Mungatu (2017) which revealed the involvement of stakeholders in strategy formulation to be significantly and positively related to organizational success. Similarly, this study is backed with a study conducted by Onditi and Ouma (2017) that found out that stakeholder involvement had a significant influence on success.

The study also scrutinized the influence of stakeholder involvement on organizational success at Airtel Kenya Limited the study found out that the organization has raised stakeholder's involvement in strategy formulation as backed by and mean of 2.051 and a standard deviation of 0. 706. The study results indicated that stakeholder involvement had a strong relationship between stakeholders'

involvement and the organizational success. This is in agreement with the study Agwu (2019), who confirmed the importance of stakeholder involvement in the improvement of organizational performance.

This research sought out whether Stakeholder involvement practices existed for strategy formulation rendered to the organizational success. The majority of the study respondents agreed that the organization has improved its decision-making process through stakeholder's involvement in the strategy formulation process as backed by a mean of 2.123 and a standard deviation of 0.683. This is similar to a study conducted by Eric *et al*., (2019). The study discovered that stakeholder mapping plays an important role in ensuring the success of the organization.

The results of this study showed that the organization has improved its decision-making process by involving stakeholders in the organization's strategic plan. Research showed that stakeholders have a significant impact on the organization's success at Airtel Kenya Limited. This is in line with the results of a study conducted by Wamugu and Ogollah (2017) who examined the role of participating participants in the implementation of constituency fund projects in Kenya, in the Mathira East Constituency. Similarly, this is supported by a study done by Abdi and Sang (2020) that the high stakeholder participation in project delivery, the allocation of sufficient funds and skills to projects, ensures the involvement of stakeholders in projects enhances project performance.

Descriptive statistics revealed that; respondents agreed that involving stakeholders in strategy formulation has an influence on organization success. These observations proved the importance of involving stakeholders in strategy monitoring which influences organizational success. These findings are similar to that of Galaz (2015),

which noted that involvement of stakeholder through monitoring and reporting in automobile control projects contribute by identifying challenges around the performance of the organization.

5.2.3 Influence of Strategic choice practices on organization success

The majority of respondents indicated that the organization had fulfilled its economic obligations in its selection of new strategies for identified products and services. This is supported by a mean of 3.864 and a standard deviation of 0.909. Respondents felt that the organization had fulfilled its ethical obligations in choosing its strategies. This is maintained by a mean of 1.786 with a standard deviation of 0.835. Respondents also noted that by setting SMART goals the organization fulfilled its legal obligations in its selection of strategies to ensure a better selection of strategies to aid the strategic planning process. This is supported by a mean of 1.906 and a standard deviation of 0.968.

The respondents also noted that the existing products and services have been improved by making good strategic choices organization through gap analysis. This is backed by a mean of 3.829 and a standard deviation of 1.041. Lastly, the respondents indicated that employee's suggestions largely drive the strategic choices through generating alternatives through evaluation and selection in making strategic choices that aid in formulating organizational strategy. This is backed by a mean of 4.012 and a standard deviation of 0.869.

Respondents also noted that existing products and services were improved by making better strategic decisions by analyzing the gap. This is supported by a mean of 3.829 and a standard deviation of 1.041. Finally, respondents indicated that employee's suggestions largely drive the strategic choices through generating

alternatives by evaluation and selection in making strategic choices that aid in formulating organizational strategy this is supported by a mean of 4.012 with a standard deviation of 0.869.

The hypothesis was tested using regression analysis. The results showed p-value of .001. This confirms that the model can be used to determine 0.1% of the variations in the relationship between strategic choice practices and organizational success. This indicates that the null hypothesis was rejected which means that strategic choice practices have a positive and significant influence on organizational success.

The findings of this research study supported the existing literature that was done by Christensen and Raynor (2015). The study revealed that the organization has fulfilled its economic responsibilities in its strategic choice as supported by a mean of 3.864. The study is in line with their results that revealed that strategic choice is central to strategy formulation since it involves a process whereby a decision is taken to choose a particular option or direction from a variety of alternatives to pursue a given degree of organizational performance.

This study investigated whether the organization has fulfilled its ethical responsibilities in its strategic choice as supported by a mean of 1.786. The study results revealed that strategic choice has a significant relationship to strategy formulation. This concurs with a study contacted by Kamau, et al., (2018) which revealed that strategic choice had a positive relationship with organizational success.

This study sought out whether Strategic choice practice occurred for strategy formulation specifically fulfillment of legal responsibilities. The study results revealed that the strategic choice has a significant relationship to strategy formulation. This was backed by a composite mean of 1.906. Thus, the study is in

agreement with a study conducted by Pius (2018). The study revealed that strategic choice has a positive influence on the cooperative societies of Kenya as supported by the study results that showed ($t=0.044$; $p<0.05$; $Beta=0.243$).

The study investigated the moderating of strategy choice on the influence between strategic formulations organizational successes of Airtel Kenya Limited. The study specifically sought to determine whether existing products and services have been improved by making good strategic choices. The results indicated that strategic choice has a significant relationship on organizational success organizational success of Airtel Kenya Limited as supported by a mean of 3.829. Thus, this study is in agreement with the findings of Mohammed et.al. (2017), who did a study on the fit between strategic choice and organizational structure and their impact on the effectiveness of an organization.

Examining how organizational success can be influenced by strategic choice practices, thus this study sought out whether Strategic choice practice occurred for strategy formulation to Airtel Kenya Limited. The respondents approved that Employee's suggestions largely drive the strategic choices. This is backed by a mean of 4.012 and as standard deviation of 0.869. This is in line with Muchemi, (2016) discoveries that alternatives offer choices from which to select a response hence reducing the likelihood that an extremely effective approach will be available for implementation, potentially identifying options to choose on the decision-making.

This study's findings that strategic choice has a significant influence between strategy formulation and organizational success. Thus, this research study is in agreement with the findings of Ayuya and Ombaka (2016), who had carried out a study on strategic choice, organizational learning, top management team process,

and organizational performance. The results from their study indicated that strategic choice had a statistically significant influence on the relationship between strategic choice and its influence on organizational performance.

The influence between strategic choice practices and organizational success was the main aim of this study. This study investigated whether Strategic choice practice occurred for strategy formulation to the organizational success. The study results revealed that strategic choice has a significant relationship to strategy formulation. This was backed by a composite mean of 3.079. This is similar with a study contacted by Nyambariga, (2017) that correlation analysis revealed that there was a strong relationship as supported by (R-Value 0.829) between performance and strategic choices of humanitarian non-governmental organization in Nairobi County.

A study by Husseina et al. (2014) focused on strategic choice, distinctive competence, and organizational performance. Even though the moderating role of distinctive competence was included in the analytical model with the Mile and Snow (1978) typology used to operationalize the concept of strategic choice. The study established that there were two major patterns in the distribution of perceived strategic choices both within and across industries: the numerical dominance of defenders and prospectors in three of the four industries, and the influence of government regulation in the air transportation industry.

Finally, a study by Emmanuel *et al*., (2016) investigated whether there is an impact on strategic options and control systems in organizational performance. Research further investigated whether there was an effect of standard selection and management systems (MCS) on organizational performance in the case of large and medium-sized companies in Espirito Santo. The research findings indicate that:

competitive forces shape the strategy adopted by the organizations surveyed. The study hence established that strategic choices and the MCS have a positive impact on organizational performance.

5.3 Summary of Main Findings

The researcher investigated the following: the influence of environmental analysis processes on the success of the organization, the influence of stakeholder involvement processes on the success of the organization at Airtel Kenya, and finally the influence of strategic choices on the success of the organization at Airtel, Kenya. Whereas the objective of this study narrowed down to establishing the influence of strategy formulation practices on the organization success of Airtel Kenya Limited.

As shown from the regression model, Environmental analysis practices would positively influence organizational success of Airtel Kenya Limited by a factor of $\beta 1=0.253$. Regression study results also revealed that Stakeholders' involvement practice has significance and positive influence on organizational success of Airtel Kenya Limited as indicated by $\beta 2=0.053$. The allusion is that a strategic choice practice in the strategy formulation process would influence the success of Airtel Limited Kenya by $\beta 3=0.363$.

5.3.1 Environmental Analysis and Organizational success

On Environmental Analysis, it can be summarized that the practices benefited the organization to formulate strategies in the organization. In addition, environmental Analysis enabled organization to periodically gather and evaluate data about organizational market and other external factors, which affect the organization business. Moreover, the practices enabled the organization to evaluate the industry

as a whole in terms of new organizational competitors and concepts, new technologies, price trends, labor practices, etc. In addition, the practices provided the organization gather periodically and examines data about organizational internal operations of the business. Finally, the practices enabled the organization to detect key organizational strengths and weaknesses.

5.3.2 Stakeholders Involvement and Organizational Success

The initial objective was to find out whether stakeholder involvement practices was a factor influencing organizational success at Airtel Kenya Limited. The study findings revealed that respondents believed that organization has improved its decision-making process through stakeholder's involvement. Further results revealed that the respondents believed that the organization has raised stakeholder's involvement in strategy formulation. Findings also showed that organization has enhanced stakeholder's involvement during strategy formulation process. Lastly, the results revealed that the respondents believed that the concerns of stakeholders were taken care off by my organization.

5.3.3 Strategic Choice Practice and Organizational success

The last research question what is the influence of strategic choice practices on organizational success at Airtel Kenya Limited. It was found that most of the respondents agreed to great extent that the Employee's suggestions largely drive the strategic choices in the organization. Further, the findings showed that the organization has fulfilled its economic responsibilities in its strategic choice. The study findings also suggested that the existing products and services have been improved by making good strategic choices in the organization. Similarly, the study suggested that the organization has fulfilled its legal responsibilities in its strategic

choice. Lastly, the findings also indicated that the organization has fulfilled its ethical responsibilities in its strategic choice.

5.4 Conclusion

The objective of this study was to investigate the influence of strategy formulation practice on the organizational success of Airtel Kenya Limited Kenya. The study found out that the strategy formulation practices adopted by Airtel Kenya Limited included Environmental analysis practices, Stakeholders' involvement practices, and Strategic choice practice. The finding of Pearson Correlation in this study clearly indicated that all the independent variables (Environmental analysis practices, Stakeholder's involvement, and Strategic choice practice showed that they positively influenced the organizational success.

In the first objective, the study concluded that Environment analysis practice has a significant influence on organization success. The use of Environmental Analysis practices in Airtel Kenya Limited has resulted in the success in the strategy formulation process hence resulted in organizational success. From the study, it can be concluded that on Environmental analysis it provided ability for organizational success. It has enabled the organization to periodically gather and examine data about organization market and other external factors, has enabled the organization to measure the industry as a whole in terms of organization new competitors and concepts, new technologies, price trends, labor practices, etc. It has provided the organization to periodically gather and analyses data about internal operations of the business and lastly It has enabled the enabled the organization to identify key organization strengths and weaknesses in the organization.

In the second objective of the study, the researcher concluded that Stakeholders Involvement practices just like Environmental analysis practices significantly influence the success of Airtel Kenya Limited. Further, on the stakeholder involvement practices it can be concluded that through involving the stakeholders the organization has improved its decision-making process. It has enabled the organization raise stakeholder's involvement in strategy formulation. Lastly, it has enhanced stakeholder's involvement during strategy formulation process.

In the last objective, findings concluded that product strategic choice practice has a significant effect on organizational success. Strategic choices in any organization result in better service delivery and customer satisfaction that in turn results in customer retention and organizational success. On strategic choice practices, it can be concluded that Employee's suggestions largely drive the strategic choices in the organization. It has also improved in fulfillment of its economic responsibilities in its strategic choice. It has also enabled the organization to improve the existing products and services by making good strategic choices in the organization.

5.5 Recommendations

The study found out that strategy formulation practices had significant influence on organizational performance. Therefore, the study recommends Airtel Kenya Limited to increase integration of strategy formulation practices in their operation to enable the organization to expand the efficiency and effectiveness of service delivery. The study also recommends that Airtel Kenya Limited management should offer enabling technological systems, that suite newly formulated strategies for effective public service delivery.

The study established that the environmental analysis practices has significant influence on organizational performance. Thus, the study recommends that telecommunication industry that intend to improve service delivery should considerably change the business processes because it will result to business process improvements and service delivery. The study information would as well assist investors and shareholders of Airtel Kenya Limited to have an in-depth understanding of strategies they can adopt to improve the competitiveness of the sector.

The study found out that stakeholder's involvement significantly influences organizational performance. Thus, the study suggests the need for top management in the telecommunication industry to continue offering support and commitment to the strategy formulation process by involving the necessary stakeholders. The study also recommends the need for Airtel Kenya Limited to provide sufficient financial resources and competent personnel for the required process of strategy formulation hence improved service delivery.

5.6 Areas of Further Research.

The scope of this study aimed to the influence of strategy formulation practices of organizational success of Airtel Kenya Limited in Nairobi County. This implies that the findings adequately cannot be generalized to telecommunication organizations in Nairobi. In the future, a similar study should be done including Telecommunication industries within Nairobi as this might yield different results. Further strategic formulation- Environmental analysis practices, stakeholder involvement practices, and strategic choice practices, could only explain 80.6% of the total variance in the success of Airtel Kenya Limited in Nairobi County.

The strategic formulation practices could not explain what influences the remaining 19.4% of the success of Airtel Kenya Limited in Nairobi County. This study being a specifically aimed at Airtel Kenya Limited, the researcher recommends that for a more generalized conclusion to be possible on strategy formulation practices adopted by telecommunication companies in Kenya, the researcher should study other organizations as well.

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APPENDICES

APPENDIX 1: QUESTIONNAIRE

SECTION A: GENERAL INFORMATION

I would appreciate your help by answering the following questions using the scales indicated. Kindly provide responses to the following questions below by ticking in the brackets.

1. Kindly tick to indicate you gender as shown below

   Gender Male ( )

   Female ( )

2. Kindly tick to indicate your age bracket as shown below

   18-30 years ( )

   31-40 years ( )

   41-50 years ( )

   50 years and above ( )

3. Kindly indicate by ticking your experience

   1 year and below ( )

   1 -5 years ( )

4. Kindly indicate by ticking your highest level of education

   Diploma level ( )

   Degree Level ( )

   Masters Level ( )

   PHD Level ( )

SECTION B: ENVIRONMENTAL ANALYSIS PRACTICES

Kindly specify how you agree with statements shown below. Tick correctly by means of a Likert scale of up to 5 where 5 suggests Very great extent, 4 represents Great extent 3 suggests Moderate extent and 2 implies Less extent and 1 suggests No extent at all.

No	**statements**	1	**2**	**3**	**4**	**5**
1	My organization periodically gather and evaluates data about organization market and other external organization factors which affect the business of the organization.					
2	My organization evaluate the organization as a whole in terms of organization new competitors and concepts, new technologies, price trends, labor practices, etc.					
3	My organization analyses both organization external and market to identify key threats and opportunities to the organization business					
4	My organization also periodically gather and analyses data about internal operations of the business					
5	Through internal analysis my organization detect key organization strengths and weaknesses in the organization					

SECTION C: STAKEHOLDERS INVOLVEMENT PRACTICES

Kindly specify how you agree with statements shown below. Tick correctly by means of a Likert scale of up to 5 where 5 suggests Very great extent, 4 represents Great extent 3 suggests Moderate extent and 2 implies Less extent and 1 suggests No extent at all.

No	**statements**	1	**2**	**3**	**4**	**5**
1	The success of my organization has been due to stakeholder's involvement in its strategy formulation					
2	My organization has enhanced stakeholder's involvement during strategy formulation					
3	My organization has raised stakeholder's involvement in strategy formulation.					
4	The concerns of stakeholders are taken care off By my organization					
5	My organization has improved its decision-making process through stakeholder's involvement.					

SECTION D: STRATEGIC CHOICE PRACTICE

Kindly specify how you agree with statements shown below. Tick correctly by means of a Likert scale of up to 5 where 5 suggests Very great extent, 4 represents Great extent 3 suggests Moderate extent and 2 implies Less extent and 1 suggests No extent at all.

No	**Statements**	1	**2**	**3**	**4**	**5**
1	My organization has fulfilled its economic responsibilities in its strategic choice					
2	My organization has fulfilled its ethical responsibilities in its strategic choice					
3	My organization has fulfilled its legal responsibilities in its strategic choice					
4	Existing products and services have been improved by making good strategic choices					
5	Employee's suggestions largely drive the strategic choices					

SECTION E: ORGANIZATION SUCCESS

Kindly specify how you agree with statements shown below. Tick correctly by means of a Likert scale of up to 5 where 5 suggests Very great extent, 4 represents Great extent 3 suggests Moderate extent and 2 implies Less extent and 1 suggests No extent at all.

No	Statements	1	2	3	4	5
1	My organization encourages price consideration on goods and services to increase profits.					
2	My organization handles customers complains to increase customer satisfaction.					
3	My organization encourages employee's engagement to increase to Retention.					
4	My organization encourages customers receive feedback on the concerns					
5	My organization has increased in retention rates through customer satisfaction					

Which challenges hinder effective strategy formulation in your organization?

……
……
……
……
……

Which recommendations can you make to the organization that can assist in the effective strategy formulation?

……
……
……
……
……

APPENDIX 3: INTRODUCTION LETTER TO RESPONDENTS

Airtel Kenya Limited

Parkside Towers, Nkrumah Road,

P.O Box 73146-00200

Nairobi

RE: Request to Participate in Academic Research

Dear Respondent,

My name is Mabuka Rex Samson currently pursuing a Master's degree in Strategic Management at Africa Nazarene University in Nairobi Kenya, 2021. I am currently in my final semester and I have prepared the following questionnaire for collecting data for my research entitled "Influence of Strategic Formulation Practices on organizational success: A Case of Airtel Kenya Limited." My research aims to determine whether the strategic formulation practices are in use within the Telecommunication industry, using Airtel Kenya Limited as a case study. I kindly appeal that you fill the questionnaire below to the best of your ability, as your contribution in this regard will be of great assistance towards the accomplishment of this research.

Please give your answers honestly. The data you give will be private and will be used for academic use only.

Yours faithfully,

APPENDIX 4: RESEARCH APPROVALS AND LETTERS

22nd, February, 2021

E-mail: researchwriting.mba.anu@gmail.com

Tel. 0202711213

Our Ref: 17J03DMBA024

The Director.
National Commission for Science,
Technology and Innovation (NACOSTI),
P. O. Box 30623, 00100
Nairobi. Kenya

Dear Sir/Madam:

RE: RESEARCH AUTHORIZATION FOR: SAMSON REX MABUKA

Mr. Samson is a postgraduate student of Africa Nazarene University in the Master of Business Administration (MBA) program.
In order to complete his program, Mr. Samson is conducting a research entitled:
"Influence of Strategy Formulation Practices on Organization Success: A Case of Airtel Limited in Kenya"

Any assistance offered to him will be highly appreciated.

Yours Faithfully,

DR. Kimani Gichuhi,

MBA, Coordinator,

School of Business,

Africa Nazarene University.

APPENDIX 5: NACOSTI RESEARCH LICENSE

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: 538256

Date of Issue: 26/March/2021

RESEARCH LICENSE



This is to Certify that Mr.. Mabuka Rex Samson of Africa Nazarene University, has been licensed to conduct research in Nairobi on the topic: INFLUENCE OF STRATEGY FORMULATION PRACTICES ON ORGANIZATION SUCCESS A CASE OF AIRTEL LIMITED, KENYA for the period ending : 26/March/2022.

License No: NACOSTI/P/21/9726

538256

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Verification QR Code

NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.

APPENDIX 6: MAP OF STUDY AREA



Source: Google map