STRATEGY IMPLEMENTATION PRACTICES IN TULLOW OIL COMPANY, TURKANA COUNTY, KENYA

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ABSTRACT

The Petroleum industry is crucial in facilitating global economic growth being the primary source of fuel and natural gas that facilitates transportation, power generation and is also a component in many chemicals used in the manufacture of critical products such as medicines, fertilizers, contact lenses and bandages. Despite this important role, many companies within the petroleum industry continue to face many challenges, hence the need for effective implementation of appropriate strategies to enable realization of the desired market positioning in a globalized and competitive business environment. In Kenya, the performance of Tullow Oil Company has not been on the expected trajectory since year 2010 due to many internal and external environmental factors, hence the need for this study to access the company's strategy implementation practices and their influence on organizational performance. This study which adopted a descriptive research design was anchored on several theories including dynamic capabilities, organizational culture, and open systems. The unit of analysis for this study was Tullow Oil Company while the unit of observation selected using stratified random sampling method was eighty seven (87) managerial staff sourced from various departments that are central in the formulation and execution of strategies in the organization. A self-administered semi-structured questionnaire was used in collecting both qualitative and quantitative data in line with the specific objectives of the study. Statistical Package for the Social Sciences software was used to compute descriptive and inferential statistics that were subsequently presented in tables and figures. This study with a 97.7% response rate, established that there is a positive link between the performance of Tullow Oil Company and the study variables of culture (76.52%); resource allocation (71.8%), organizational structure (69.8%), management team decisions and commitment (66.18%). This study concluded that a higher degree of strategy implementation practices led to enhanced organizational performance, and vice versa, hence their importance in facilitating the realization of Tullow Oils' performance objectives. This study therefore recommends that the management of Tullow Oil should invest in product innovation, adopt modern technology, and capacity building for staff to develop the required competencies in line with the desired strategic changes. The national and relevant county government should review policies to improve the business ecosystem, such as reduced cost of doing business. The expected study output is enhanced organizational performance and economic growth in Kenya.

Key Words: Strategy implementation practices, Organizational Performance, Tullow Oil.

INTRODUCTION

Oil is a crucial input for social and economic growth globally being the primary source of energy and natural gas that facilitates transportation, power generation and is also an important component in many chemicals used in the manufacture of critical products such as medicines, fertilizers, contact lenses and bandages (Ministry of Energy, 2023; Mkutu *et al.,* 2019; Enns & Bersaglio, 2016). This link between energy consumption per capita and the level of economic and social progress has numerously been established through empirical data, with some studies also reporting that oil, natural gas and coal constitute about ninety (90) percent of commercial energy consumed globally (Aigbe, Cotton & Stringer, 2023; US EPA, 2016; Ernst and Young, 2014). Global availability of gas and petroleum products is therefore taken to be a security issue, even more so recently considering the lingering effects of COVID-19 pandemic and the implications of the recommended climate change acclimatization and intervention measures (Intergovernmental Panel on Climate Change, 2019; US EPA, 2016). The importance of energy security has also been demonstrated after disruptions of major supply chains, volatility and occasional spectacular spikes in the prices of petroleum related energy resources, and the subsequent global economic ripple effects caused by for instance the conflict between Russian Federation and Ukraine (Aigbe, Cotton & Stringer, 2023; Ministry of Energy, 2023).

At the global level, the top oil producing countries in year 2022 include Saudi Arabia, Canada, Russia, United States of America and China (Aigbe, Cotton & Stringer, 2023). In the African continent, Nigeria, Algeria, Angola, Egypt and Libya are among the leading oil and gas producers (Aigbe, Cotton, & Stringer, 2023; Africa Development Bank Report, 2009). At continental level, Africa has considerable oil and gas resources that can help accelerate growth on the continent if used strategically (Africa Development Bank Report, 2009). Africa is endowed with huge amounts of both fossil and renewable energy resources, with frequent and substantial new findings of oil and gas indifferent countries, with oil reserves and gas growing by over 25 percent by 100 percent, respectively in the past 20 years (Aigbe, Cotton, & Stringer, 2023; Africa Development Bank Report, 2009). However, the petroleum resources are not equally distributed with 38 out of 53 African countries being net oil importers, with high and volatile oil prices being a challenge for all of Africa (Aigbe, Cotton, & Stringer, 2023; Africa Development Bank Report, 2009). Another great challenge for oil-producing African countries is to ensure sufficient, reliable, and environmentally responsible supplies of oil, at prices that reflect market fundamentals (Amponsah & Opei, 2014; Ernst & Young, 2014; Enns & Bersaglio, 2015; Daily Nation, 2018). Therefore, petroleum resources in Africa represent an opportunity to be pursued for exporting countries and an obstacle to be tackled for importing countries.

In Kenya, the oil and gas industry is broadly understood in three segments along the value chain (Ministry of Energy, 2023). These include the upstream sector which relates to exploration, extraction or production, followed by the mid-stream which deals with storage, refining and

transportation, and lastly the downstream sector that deals with retail and distribution of petroleum products towards the end users (Ministry of Energy, 2023; Aigbe, Cotton & Stringer, 2023). The downstream sector of the oil and gas value chain with about seventy key players in Kenya has petroleum companies such as Kenya Shell, Gulf Energy and National Oil of Kenya. The midstream sector comprise entities such as Kenya Pipeline Corporation which mainly stores refined petroleum products and transports them to its depos using road, rail and or a network of oil pipelines (Ministry of Energy, 2023). The upstream sector for oil exploration and production in Kenya is mostly dominated by multinational oil and gas companies such as Tullow Oil (Enns & Bersaglio, 2015), which has within the last decade been on a declining trajectory in terms of its performance (Enns & Bersaglio, 2016; Mkutu *et al.,* 2019). Some studies had reported that there are many internal and external environmental factors in Kenya including regulatory and economic challenges within the context of climate change, making it very challenging for player in the oil and gas industry, particularly those in the upstream sector (Enns & Bersaglio, 2016; Mkutu *et al.*, 2019). Despite these challenges and issues along the value chain, resources from the oil and gas industry can, under the right circumstances, be an important catalyst for social and economic growth and development in Africa (Ministry of Energy, 2023; Enns & Bersaglio, 2015). Some studies have concluded that the main issue of focus by the key stakeholder in the petroleum industry for the purpose of better harnessing oil and gas resources is by making the right strategic choices and synchronizing strategy implementation practices within the sector across Africa in a manner that supports fiscal prudence and minimizes macroeconomic distortions (Aigbe, Cotton & Stringer, 2023; Yabarow & Muathe, 2020; Mkutu *et al.,* 2019; Ahmadi & Mirabi, 2015; Camps, 2015; Abekar, 2014; Amponsah & Opei, 2014; Africa Development Bank Report, 2009).

In view of the turbulence experienced by players in the upstream sector of oil and gas industry in Kenya, senior executives in these enterprises have therefore continued to think about how to remain viable, competitive and profitable in a sustainable manner by effectively exploiting their resources while bringing value into the market place (Forbes-Leslie, 2017; Camps, 2015; Enns & Bersaglio, 2015). The intention is to adopt a market posture that allows them to effectively use their strengths, human and non-human resources to take advantage of available opportunities in line with organizational objectives, while simultaneously hedging against environmental challenges within the context of climate change (Kadenyeka & Mwasiaji, 2023; Ministry of Energy, 2023; Intergovernmental Panel on Climate Change, 2019; Ernst & Young, 2014). The operationalization of the chosen market posturing by any business enterprise is made possible through effective implementation of appropriate strategies at the various levels in a chosen organization (Njuguna & Waithaka, 2020; Yabarow & Muathe, 2020; Mwasiaji, 2019). Implementation of strategies within a business in a competitive environment entails execution of plans which are in line with the set performance objectives so as to drive optimal returns on investment, while at the same time operating sustainably within the context of climate change (Mkutu *et al.,* 2019; Intergovernmental Panel on Climate Change, 2019; Enns & Bersaglio, 2015). Appropriate strategic alternatives that a business enterprise opts to implement should be assessed

periodically in line with the changes in the operating environment as per Porter (1996) recommendation in order to effectively manage relevant factors in the greater competitive environment.

Problem Statement

Globally, even though there was in 2020 some significant reduction in demand for oil due to slowdown in mobility and production worldwide as compared to previous years due to the negative consequences of COVID-19 pandemic, the oil and gas industry has continued to face many challenges including those related to climate change mitigation, shortage of talent in the face of aging workforce, and high market competition for younger generation with required technological skills (Ministry of Energy, 2023; Camps, 2015; Enns & Bersaglio, 2016). The nature of the petroleum industry which has high investment capital requirement due to uncertainty of its exploratory nature, pressure from civil societies, high technology and well trained human resources along the supply chain, has created many challenges especially to upstream international companies (Intergovernmental Panel on Climate Change, 2019; Enns & Bersaglio, 2015; Ernst & Young, 2014). Many upstream companies within the oil and gas industry therefore continue to grapple with how to deal with market challenges and constraints related to weak governance structure (Ministry of Energy, 2023; Mkutu *et al.,* 2019), increasing concerns about the impacts of petroleum extraction on the environmental (Camps, 2015; Mkutu *et al.,* 2019), changing land use and tenure systems (Enns & Bersaglio, 2015), inadequate infrastructure (Enns & Bersaglio, 2016), community and investor conflicts (Mkutu *et al.,* 2019), and widely fluctuating oil prices due to macro and micro economic factors (Camps, 2015; Enns & Bersaglio, 2016). Regionally, players in the petroleum industry face additional challenges associated with inadequate capacity, weak institutional framework, and poor revenue management (Yabarow & Muathe, 2020; Mkutu *et al.,* 2019; Enns & Bersaglio, 2016).

In Kenya, due to many internal and external environmental factors including regulatory and economic challenges within the context of climate change, the performance of Tullow Oil Company being one of the players engaged in the extraction of oil within the energy and petroleum industry, have within the last decade been on a declining trajectory (Enns & Bersaglio, 2016; Mkutu *et al.,* 2019). Relevant studies that have been undertaken in this area have variously reported that prayers within the oil and gas industry encounter poor management, supply chain challenges and fierce rivalry in the market leading poor performance, thus negatively impacting the country's economy (Yabarow & Muathe, 2020; Enns & Bersaglio, 2016). Another common observation amongst numerous studies in this area is that enterprises are operating in a hyper competitive business environment that requires formulation and operationalization of a market posture that is made possible through effective formulation and implementation of relevant strategies at various levels in the organization (Kadenyeka & Mwasiaji, 2023; Yabarow & Muathe, 2020; Mkutu *et al.,* 2019; Mutinda & Mwasiaji, 2018). Formulation and implementation of effective business

strategies is therefore critical for any enterprise when seeking to establish sustainable competitive advantage (Bii & Mwasiaji, 2023: Auzair, 2015; Porter, 1996) while maximize customer's value (Priem *et al.,* 2018; Mwasiaji, 2019; Njuguna & Waithaka, 2020; Musembi, 2021). This study therefore sought to examine strategy implementation practices and their effect on the performance of Tullow Oil Company in Turkana County in Kenya.

Theoretical Review of Literature

Dynamic Capabilities Theory

The Dynamic Capabilities theory as proposed by Teece, David, Pisano and Shuen (1997) puts forth the need for an organization to formulate new processes and products therefrom in line with adjustments in the operating environment. This therefore requires a firm to put forth a tradition of evolving over time, through the formulation and operationalization of organizational strategies to guide the path to be taken by an enterprise, based on adjustments in the market place (Tapera, 2016). Strategy formulation and implementation based on proper assessment of a firm's external environment articulates the demands of dynamic capabilities, thus enhancing organizational performance (Teece, David, Pisano & Shuen, 1997). The key proposition in the dynamic capabilities is supported by David (2017) who observed that the dynamic capabilities position seemed to be an alternate method in resolving some of Resource Based View shortcomings by analyzing sustainable competitive advantage and remarkable performance within a non-stagnant operating environment. This proposition reinforces the need to support an enterprise to quickly adjust its internal process and outside strategic posture in line with the changing dynamics through building, assimilating and redesigning a portfolio of their resources and capabilities (Teece, Pisano & Shuen, 1997). Dynamic capabilities theory further argues that firms may be motivated to pursue mergers and acquisitions for the purpose of acquiring necessary capabilities such as new processes, products or entering into new market segments (Hesterly & Barney, 2014; Ikonya, 2015; Teece, 2009).The Dynamic Capabilities proposition was judged useful in anchoring the variables of this study in terms of how an organization can formulate and operationalize strategies touching on innovations in new processes and products that allows the firm to implement lower commodity costs or product differentiation to gain sustainable advantage over its competitors.

Organizational Culture Theory

Several theories have been advanced based on numerous studies have been undertaken seeking to establish the usefulness of organizational culture in enhancing enterprise performance (Kadenyeka & Mwasiaji, 2023). One such proposition by Schein (1988) is the organizational culture theory takes a functionalist approach to culture, describing it as a pattern of fundamental assumptions established, found, or evolved by a specific group as it learns to deal with challenges of external adaptations and internal integration that has proven to be valid. According to Schein (2016)

proposition, culture exist in three levels; artefacts, values and underlying basic assumptions. When insiders are questioned about the ideals of corporate culture, the underlying assumptions deal with occurrences that remain unexplained. At this level, information is obtained by closely studying behaviour to gather underlying assumptions, which are sometimes taken for granted and not recognized. Organizational culture theory highlights that culture is a collection of shared values shared by a company or a group of individuals. Other factors that make up organizational culture, in addition to the levels listed above, include structural stability, in which cultures are kept together rather strongly by their own values and beliefs that define the group and oppose any changes to the members. It is widespread and pervades every aspect of the company, ensuring that everyone follows the rules to the letter. This organizational culture theory was judged relevant in anchoring one of the independent variable, organizational culture, because Tullow Oil Company does not exist in a vacuum, but has to navigate through the influences of factors within the company itself, the community, the government and the environment, with underlying beliefs, basic assumptions, visions and expectations which determine the way workers act towards implementing organizational strategies for better performance of the company (Kadenyeka & Mwasiaji, 2023).

Open Systems Theory

Open Systems Theory by Ludwig von Bertanlanffy (1956) propagates the notion of a system, in which they are defined by component combinations. According to this theory, every organization is distinct due to the peculiarities of their operational environment. In line with this proposition, Mele (2010) defined an open system as one that imports input from its surroundings and transforms that input through a procedure to get the end result referred to as output. Mele (2010) also opines that is a continuous cycle that might give the environment either a negative or positive feedback to maintain equilibrium, a steady state, or dynamic equilibrium. Positive feedback is meant to improve the system's existing state while negative input aims to remedy or minimize deviance. Since organizations are not all equally successful, the same beginning point may lead to various outcomes and other starting points can produce the same result, leading to the idea of equifinality which means that the property of allowing or having the same effect or result from different events, implying that there is no one approach that is always the best (Mele, 2010). A system is made up of several components that interact with one another and result in a whole. A system uses a range of inputs from the environment to accomplish its ultimate goal. Subsystems also have their own limits and use a variety of inputs, processes, and outputs to achieve their goals. The whole organization may be impacted by changes to one system component. According to Cutlip and Broom (2006), organizations are social systems with interacting subsystems that interact with the outside world to accomplish objectives. They go on to say that the subsystems are linked and dependent on one another, and that the output from one subsystem acts as the input for another, demonstrating the system's holism. The structure and the departments of an organization might be thought of as the subsystems since they seem to be connected and dependent on one another. A system's complexity may vary from basic to

complicated, and since they constantly interact with their surroundings, they are open systems. A complex system includes several subsystems that are organized according to importance and interconnected to accomplish objectives. To efficiently accomplish its objectives, the system's weak or misaligned components or operations need be adjusted (Mele, 2010). The relevance of this theory to the current study is that since the organization interacts with its surroundings constantly and does not function in a vacuum, it cannot be seen in isolation. Tullow Oil Company can achieve this through either decentralizing or centralizing services within and outside Turkana south sub that deem necessary in order to implement strategies and improve performance.

Empirical Review

Numerous studies have been undertaken seeking to establish a link if any between variables in strategy implementation and organizational performance. Mbaka and Mugambi (2014) study for instance sought to establish the influence of strategy on firm performance in Kenya's water sector using a descriptive methodology. The study relied on a number of secondary data sources to assess how different strategies in water projects were implemented. The study findings showed that in the water business, management support, resource shortage, and technical competency among people all have an influence on strategic plan implementation. The style of management leadership and the efficacy of communication were also found to have an impact on strategy execution. A similar study was carried out by Awino (2015) who sought to investigate the link between organizational structure and performance of large industrial enterprises. The study data gathered through a cross-sectional survey of big industrial companies established that employing return on assets (ROA) to determine organizational structure had no effect on performance. However, a different conclusion was obtained using non-financial indicators such as internal procedures, customer viewpoint, and performance, which affected the success of major manufacturing enterprises. Awino (2015) study therefore concluded that structure has an impact on performance even when the organization's strategy isn't in place. A gap in knowledge was revealed since this study used only one construct to measure financial performance, hence need to factor in other non-financial indicators instead of internal processes and customer perspectives a lone.

Mutuku and K'obonyo (2013) investigated the diversity of management teams, the quality of choices made, and the performance of Kenyan commercial banks. Different moderating variables have diverse effects on the connection between TMT diversity and organizational performance, based on the results of this investigation. The study further indicated that a mix of TMT characteristics was good for organization but the biases, conflicts and communication barriers which come long in diverse teams contributed negatively to the performance of banks in Kenya. However this study had a limitation in that the heads of human resource were the only respondents yet the TMT is composed of other functional heads who did not participate in the study. Barmasai (2016) investigated the elements that influence strategy implementation in Kenya Wildlife

Services. The study's goal was to look at the impact of top management commitment, activity coordination, staff capabilities, and financial resources on plan execution. With a target population of 166 KWS employees, the study used a case study research approach. A total of 83 respondents were chosen using a random selection approach. As a data gathering tool, a questionnaire was used. The information gathered was examined quantitatively and qualitatively. The research found that KWS's plan execution was significantly and favorably impacted by personnel capabilities and financial resources. The research also found that senior management commitment had a favorable and substantial impact on how well KWS's strategic strategy was implemented. The study was however conducted in KWS while the current study was conducted in Tullow Oil Company. The evaluated research was carried out to look into what influences implementation of strategy while the current study focused on the effect of strategy implementation on performance of Tullow Oil Company. The study however had some limitation in that it employed case study research design which delimited the findings to KWS. The sample size and sample and sampling procedure were also not appropriate since the case study was a qualitative research method and therefore they would have considered non-probability sampling technique and would have considered a small sample size. Also worth to note was that case study research design does not give real way to test research hypotheses and therefore the research findings authenticity are put in question.

Machuki (2018) study examined the organizational capabilities and effectiveness of state corporations. The performance of Kenyan state firms was examined in this study in relation to organizational resources. The data revealed that that there was a statistically significant correlation between performance and organizational resource totals. It also proved the independent contributions of each resource to performance, validating the claim that an organization's resources have an influence on performance. Organizational resources, on the other hand, could only account for 8.3% of Kenyan state businesses' performance. Because Tullow Oil Company was not one of the agencies studied, there was a requirement for strategy implementation procedures and performance. Another study by Ng'ang'a (2017) investigated the impact of an organization's resource portfolio on its performance in Kenyan tourism government agencies. The influence of resource portfolio on the performance of tourist government agencies was investigated using a cross-sectional approach. The study discovered that resources are crucial to a company's success. The most influential resources in tourist public owned agencies and organizations were human, physical, technological, and capability resources. Financial resources, on the other hand, do not always have a substantial impact on the operation of tourist companies. This is because the mere presence of cash does not ensure success; rather, competent financial management is required. Tullow oil's strategy implementation procedures and results in Kenya were not included in the report.

Mohamed and Olweny (2017) looked at the factors that influence strategy execution in Kenyan oil and gas companies. The study was underpinned on the following particular objectives in order to achieve its main goal: to determine the impact of leadership, employee participation, resource

allocation, and organizational culture on strategy execution among enterprises in Kenya's petroleum industry. The study's target population was ten oil corporations. The findings revealed that the oil corporations' command structures were flexible. There was also a strong sense of belonging to other enterprises and an employment structure. The findings revealed that the leadership in place in the oil businesses had resulted in the achievement of goals, the motivation of personnel, and the implementation of strategy. It was discovered that oil firms made advantage of existing technology in their operations. This research added to our understanding of the impact of strategy shift on oil company performance. Despite the fact that this study met its goals and objectives, given the constraints of the research, there were a number of areas that needed further investigation and empirical research. The findings indicated that leadership had a positive and substantial influence on firm performance since the coefficients of estimate were significant at 1 = 0.097 (p-value = 0.001, which was less than = 0.05). This indicated that each unit improvement in leadership resulted in a 0.097 unit increase in firm performance (Mohamed & Olweny, 2017)
Another study by Owino and Kibera (2019) study sought to assess different types of organizational cultures have and its impact on organizational performance in microfinance institutions. Its goal was to see how different forms of organizational culture affected market and financial success. However, this study was based on microfinance institutions in Kenya making it suffer limitations of generalization. The study also relied on a cross-sectional research approach, which does not allow for causality testing. The study's gap was that it used a cross-sectional survey research approach, which limited the study's ability to examine the impact of organizational culture on organizational performance. Another study is by Olu and Ojo (2018) which assessed the impact of organizational culture on performance, a case study of Nigerian insurance companies. Questionnaires were utilized to gather data, and the chi square technique was utilized to assess hypotheses. The study established that there was a link between organizational culture and performance, and that a high level of employee responsiveness can contribute to successful performance. However, the analysis indicated that the firms' values and beliefs were incompatible with those of a small number of workers, resulting in plan execution and performance falling short of expectations. The knowledge gap of the study was that the study was conducted in Nigeria and focused on insurance companies while the current study was conducted in Kenya and focused on the oil company. As a result, the conclusions of the study were difficult to extrapolate. All the reviewed studies were found to have methodological, conceptual or contextual gaps hence the present study which sought to establish the influence of strategy implementation and performance of Tullow Company's in Turkana County in Kenya.

STUDY METHODOLOGY

Descriptive research design was adopted for the purpose of identifying the characteristics and frequencies of the phenomenon so as to generate in-depth information about the research problem in line with the general objective of the study (Kothari, 2004). The unit of analysis for this study was Tullow Oil company while the unit of observation selected using stratified random sampling

method was eighty seven (87) managerial staff sourced from various departments that were identified during the pilot study to be central in the formulation and execution of strategies in the organization (Sanders, Lewis, & Thornhill, 2007). A self-administered five-point likert-type semi-structured questionnaire was used in collecting both qualitative and quantitative data in line with the general and specific objectives of the study (Greener, 2008). The instrument's content validity was determined by piloting. This also served as justification for why content must be used. The material designated and contained in the survey forms was appropriate to the variable being investigated for research instruments measured as valid. The face to face validity was determined by reading the research questions in the questionnaire to ensure that they were measuring what they were intended to measure, content validity was determined by peer review of instruments and expert judgment. SPSS software was used to compute descriptive and inferential statistics that were subsequently presented in tables and figures depicting the characteristics of the study variables (Mugenda & Mugenda, 2011).

Study Results

This study with a 97.7% response rate out of the 87 sampled employees in the unit of observation, established that there is a positive link between the performance of Tullow Oil Company and the study variables.

Descriptive Statistics

Descriptive statistics for the both the independent and the independent variables have been presented in Tables 5.1.1, 5.1.2, 5.1.3, 5.1.4 and 5.1.5 as follows.

Table 5.1.1: Organizational Culture

	Statement		SD	D	N	A	SA	Mean	Std.Dev
1	Our company considers our target customers	f	4	2	11	49	18	3.8930	5.545
		%	4.6	2.3	12.6	56.3	20.7		
2	We always consider our competitors when starting operations	f	3	6	10	55	10	3.75	5.477
		%	3.4	6.9	11.5	63.2	11.5		
3	We consider our suppliers needs and expectations in strategy sessions	f	2	4	19	44	15	3.786	5.490
		%	2.3	4.6	21.8	50.6	17.2		
4	We take care of government legislation when operating	f	0	0	5	35	43	4.4	5.738
		%	0	0	5.7	40.2	49.4		
5	Advocacy groups are taken into consideration when drawing our strategies	f	0	10	27	37	7	3.51	5.261
		%	0	11.5	31	42.5	8		

Table 5.1.1 shows that about 77% of the respondents agreed or strongly agreed that the company considers its target customers. Most respondents (74.7%) indicated that the company always considers our competitors when starting operations. A similar pattern was repeated in the next two questionnaire items with 67.8% indicating that the company considers its suppliers needs and expectations in strategy sessions; while another 89.6% confirming that the organization takes care of government legislation when operating. However, the study showed that only about half of the respondents (50.5%) agreed that advocacy groups are taken into consideration when drawing strategies (mean 3.51, std dev.5.261).

Table 5.1.2: Organizational Structure

	Statement		SD	D	N	A	SA	Mean	Std.Dev
1	We have a decentralized management structure	f	5	22	16	32	9	3.214	5.322
		%	5.7	25.3	18.4	36.8	10.3		
2	Strategic decisions are centrally made in our organization	f	0	5	7	51	21	4.05	5.588
		%	0	5.7	8	58.6	24.1		
3	We have an open door policy in our organization	f	1	4	20	48	9	3.732	5.378
		%	1.1	4.6	23	55.2	10.3		
4	We are all team players	f	4	2	15	39	23	3.904	5.523
		%	4.6	2.3	17.2	44.8	26.4		
5	In our organization, each employees opinion counts	f	1	0	11	53	19	4.06	5.584
		%	1.1	0	12.6	60.9	21.8		

The study findings as presented in Table 5.1.2 shows that respondents agreed that management structure is decentralized (mean 3.214,std dev.5.322).Respondents agreed that decisions are centrally made in the organization(mean 4.05,std dev.5.588).Respondents further agreed that there exist an open door policy in Tullow oil company (mean3.732,std dev.5.378). The study further established that respondents agreed that all staff members are team players (mean 3.904,std dev.5.523).Respondents also agreed that opinion of each employee counts in Tullow oil company (mean 4.06,std dev.5.584). The research's results are consistent with Simon (2023) observation that while individuals make decisions at all organizational levels, those working at higher levels tend to make decision with significant impact organization wide.

Table 5.1.3: Management Team Decisions and Commitment

	Statement		SD	D	N	A	SA	Mean	Std.Dev
1	Our Management Team makes decisions on our behalf	f	2	18	8	40	16	3.595	5.453
		%	2.3	20.7	9.2	46	18.4		
2	All strategies are driven by our Management Team	f	2	17	9	43	13	3.571	5.435
		%	2.3	19.5	10.3	49.4	14.9		
3	We have periodic meetings on strategy progress with the TMT	f	1	3	8	54	19	4.023	5.614
		%	1.1	3.4	9.2	62.1	21.8		
4	All heads are very knowledgeable people	f	0	19	34	18	13	3.298	5.322
		%	0	21.8	39.1	20.7	14.9		
5	The TMT keeps itself abreast with the market trends and make appropriate decisions	f	0	2	11	57	15	4.0	5.588
		%	0	2.3	12.6	65.5	17.2		

As presented in Table 5.1.3, the respondents agreed that management team makes decisions on their behalf (3.595, std dev.5.453). Respondents agreed that strategies are driven by their management teams (3.571, std dev.5.435). Respondents agreed that they have periodic meetings on strategy progress with the top management teams (mean.023, std dev.5.614); that all heads are very knowledgeable people (mean 3.298, std dev.5.322), and that the top management team keeps itself a breast with the market trends and makes appropriate decisions (mean 4.0,std dev.5.588).

Table 5.1.4: Resource Allocation

	Statement		SD	D	N	A	SA	Mean	Std.Dev
1	We have enough and relevant resources for strategy implementation.	f	0	15	14	43	10	3.585	5.344
		%	0	17.2	16.1	49.4	11.5		
2	Resource attributes are determined before its use.	f	0	0	9	66	9	4	5.534
		%	0	0	10.3	75.9	10.3		
3	We have scarcity of vital resources in performance of the company.	f	10	27	7	27	13	3.071	5.3222
		%	11.5	31	8	31	14.9		
4	Skilled personnel are rightly placed to perform in their field of specialization.	f	2	6	8	54	14	3.857	5.519
		%	2.3	6.9	9.2	62.1	16.1		
5	Our company practices resource re-allocation	f	0	2	6	56	19	4.108	5.562
		%	0	2.3	6.9	64.4	21.8		

The study findings as presented in Table 5.1.4 show that respondents agreed that they have enough and relevant resources for strategy implementation (mean 3.585,std dev.5.344); that resource attributes are determined before their use (mean 4,std dev.5.534), and that there is scarcity of vital resources in performance of the company (3.071,std dev.5.3222). The study further established that respondents agreed that skilled personnel are highly placed to perform in their field of specialization (mean 3.857,std dev.5.519). Respondents also agreed that the company practices resource re allocation (mean 4.108,std dev.5.562). The results in line with Bower (2017) findings seams to support trade-offs that establish resource allocation limits since resources provided to one function or structure cannot be utilized for another one in plants, which have a finite pool of resources.

Table 5.1.5: Performance of Tullow Oil

	Statement		SD	D	N	A	SA	Mean	Std.Dev
1	Our clients are contented with our performance.	f	0	17	10	38	18		
		%	0	19.5	11.5	43.7	20.7	3.687	5.4397
2	The company makes good profit.	f	1	5	21	42	1		
		%	1.1	5.7	24.1	48.3	1.1	3.529	4.8348
3	The community members have benefited from our company.	f	0	0	8	51	24		
		%	0	0	9.2	58.6	27.6	4.193	5.5991
4	Our company produces enough oil for both local and international consumption.	f	5	44	10	16	8		
		%	5.7	50.6	11.5	18.4	9.2	2.702	5.1562
5	Our company has a stake in global market.	f	1	2	12	54	13		
		%	1.1	2.3	13.8	62.1	14.9	3.927	5.531

As presented in Table 5.1.3, the respondents agreed that clients are contented with the Tullow oil company's performance (mean 3.687,std dev.5.4397). Respondents also agreed that the Tullow oil company makes good profit (3.529,std dev.4.8348), the community members have benefited from Tullow oil company (mean 4.193,std dev.5.591), and that low number of respondents agreed that Tullow oil company produces enough oil for both local and international consumption (mean 2.702,std dev.5.1562). Respondents also agreed that Tullow oil company has a stake in the global market (mean 3.927,std dev.5.531).

Conclusion and Recommendations

The purpose of this study was to examine strategy implementation practices and their effect on the performance of Tullow Oil Company in Turkana County in Kenya. The study revealed that there is a positive link between the performance of Tullow Oil Company and the study variables. Management team decisions and commitment in Tullow Oil Company enhanced its performance. Likewise, organizational structure and performance were found to have a significant and positive

association. Enhancing resource allocation levels was also found to improve performance. Thus, a higher degree of strategy implementation practices led to enhanced organizational performance, and vice versa, hence their importance in facilitating the realization of Tullow Oils' performance objectives. This study therefore recommends that the management of Tullow Oil should invest in product innovation, adopt modern technology, and capacity building for staff to develop the required competencies in line with the desired strategic changes. This would for instance, enable the functional managers to formulate and implement strategies to minimize operational costs, enhance staff productivity, thus facilitate reduce commodity prices in the market. In addition, the national and relevant county government should review policies to improve the business ecosystem, such as reduced cost of doing business. For instance, the relevant national and county government agencies can consider tax minimization on fuel and energy levies which would in turn lower transport and compliance costs for business enterprises. The expected study output upon successful implementation of the given recommendations is enhanced organizational performance in Tullow Oil Company in support of economic growth in Kenya.

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