

Influence Of Hybrid Organisation Structure On Strategy Implementation In Commercialised State Enterprises In Zimbabwe's Communication Technology And Courier Services Sector

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Abstract:

Purpose: The study sort to empirically examine the influence of hybrid organisational structure on strategy implementation in Commercialised State Owned Enterprises in the Communication Technology and Courier Services Sector of Zimbabwe. The enquiry was done on a 5 point level of agreement likert scale questionnaire. A total of 478 respondents completed the questionnaires. Data was analysed though linear regression's ANOVA. Findings of the study indicates that the existing organisation structure in CSOE in Zimbabwe was not effectively influencing strategy execution. The study envisaged that CSOEZ organisation structures are centralised, highly formalised and have multiple stakeholders with diverse interest due to state ownership thereby causing conflict of interest and priorities during strategy execution. The study findings imply that poorly designed organisation structures it will not effectively influence strategy implementation. The study recommends the use of flexible organisation structures to allow organisations to change strategic course as dictated by operating environment.

Keywords: strategy, strategy implementation, structure, ownership structure, centralisation, formalisation

I. INTRODUCTION

SOE in Zimbabwe are private limited companied that are wholly owned by the government. As such they have to participate in national imperative more than their private sector counterparts. As a result CSOEZ tend to have many stakeholders who influence their operations in the short and long terms. For example competitors to CSOEZ may have a market approach, resource based approach to guide their day to day business where as CSOEZ may have to follow a market based, and resource based approach as well as a stakeholder approach that is outside corporate social responsibility. More so in the Postal and telecommunications sector CSOE were

unbundled from one public entity PTC. Resultantly there may be structural legacy deficiencies that affect strategy formulation, implementation, reporting and continuous strategy decision making. The link between organisation structure and strategic management may help explain the poor state of strategy execution success in organisations. Consequently the study therefore sorts to establish the structural configuration of CSOEZ and their effects on strategy implementation.

OBJECTIVES OF THE STUDY

- ✓ To establish the role played by ownership structure on strategy implementation
- ✓ To establish the influence of centralisation and formalisation on strategy implementation in CSOEZ

II. REVIEW OF RELATED LITERATURE

ORGANISATION STRUCTURE

A key aspect of implementing strategy is the need to institutionalise the same through the right organisational structure so that it permeates daily decisions and actions in a manner consistent with the long term strategic success (Barnat 2014). Neis, Pereira and Maccari (2017) in a study on Strategy planning processes and organisational structure noted that the phases of the strategic planning process influence and are influenced by the elements of the organisational structure. The study further concluded that the strategy implementation process is also affected by the way an organisation's structure is configured.

A typical organisational structure has constituencies that affect strategy implementation effort through, pace of decision making, level of authority, task specialisation, delegation and flow of communication. The role that structure plays in influencing strategy formulation however, still divides strategic management researches as to whether strategy should follow structure or structure should follow strategy. Neis et al (2017) posed that the structure and strategy influence reciprocally in the organisational environment. Thus this view implies that for strategy implementation success the organisation has to ensure that there is a positive balance between strategy and structure. And as such it can be noted that when a strategy is not suitable for the current structure, its success will be negatively affected unless the structure changes.

The dynamism of the business environment entails that organisations need to invest in management structures that underpins flexibility that is required in strategic management. In this regard institutions have to devote time, resources and effort in ensuring that strategy formulation and implementation are constantly aligned to corporate structure. In the Zimbabwean context, economic stabilities of the early 1990s and the increase in social pressure for high quality service ushered in a new era of industrial deregulation. This process or era led to the commercialisation of state enterprises whose mandate shifted from public service provider to a combined profit making and public service provider. In addition, the deregulation under structural adjustment programmes in the public sector led to increased competition as private firms found their way into previously protected sectors, such as telecommunication and postal services, beef production, grain procurement and distribution amongst many other set of operations. Thus this new era for SOE meant, increased competition, shorter product life cycles, and volatile markets that called for increased organisational agility as a new strategic imperative for the previously protected state enterprises. Marx (2016) in a study of General Motors and

Chrysler concluded in spite of the organisational uniqueness of how institutions are structured the strategy and structure alignment dilemma remain universal. And thus it is also the essence of this study to envisage how SOE have been configured and its implementation on strategy execution in their new paradigm. Chandler (1962) defined structure as the design of organisation through which the enterprise is administered, this design whether formally or informally defined has two aspects that are: first the lines of authority and communication between the different administrative offices and officers, and second, the information and data that flows through these lines of communication and authority. Such lines and such data according to Chandler are essential to ensure the effective coordination, appraisal and planning so necessary in carrying out the basic goals and policies and in knitting together the total resources of the enterprise.

THEORETICAL FRAMEWORK - CONTINGENCY THEORY

Using the contingency theory the study assumes that the success of CSOEZ during strategy implementation depends on how much they understand their organisational structure. Furthermore the study assumes that a strategic fit between, structure, strategy and environment (internal and external) is imperative for strategy implementation success. Contingency theory thus assumes a network of interaction that are nonsystematic, thus contingency theory entails that organisational structure have to be fluid in order to address changes occurring in the business environment. According to contingency theory, a one-size-fits-all approach is inappropriate, Harney (2016). Tosi and Slocum (1984) Contingency theories propose that the appropriate organizational structure is dependent upon a set of "contingency" factors, usually the uncertainty and instability of the environment. Companies are trying to change organisation structure making it more adaptable and responsive so that they can survive and grow (Srivastava 2001) It is gains this view that the study seeks to neither subscribe to centralised or decentralised structure for they tend to be systematic and rigid in the face of change. The current study thus subscribes and proposes the adoption of hybrid organisational structure that are more contingent to changing situations. The study also assumes that it is rare for organisations to a single pure strategy or have a single shareholder, have similar leaders with same leadership styles have a single employee demography. Henceforth the expected heterogeneity of organisations entails that organisations may fail to effectively implement strategies if they adopt pure centralised or decentralised structures. Based on these assumptions the study adopts the following conceptual framework to explain the influence of structure on strategy implementation.

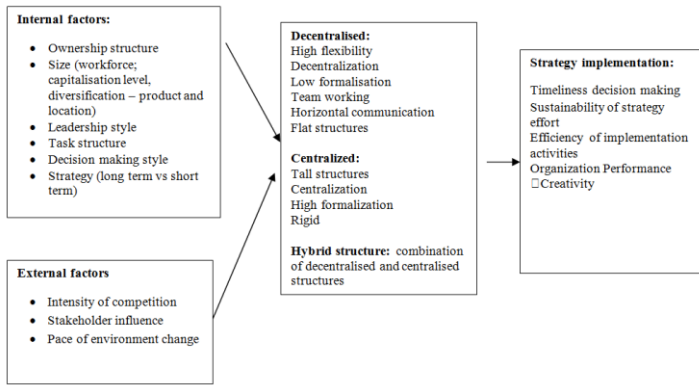


Figure 1: Organisational structure design

III. TYPES OF STRUCTURE

FORMALIZED STRUCTURE

Villagarca (2011) explains that formalization is a way to reach standardized behaviour; it can lead to low cost, product quality, and efficient operations. Further to that Villagarca (2011) explains that formalization is a characteristic of the organizational structure of a firm, and can be used as a way of controlling and managing information. Kimuli, Kabui and Ocharo (2017) concedes that changes in the environment are reflected in the changes in the organizational strategy which in turn informs the change in the organizational structure. Consequently the study supposes that a change in the business environment during strategy implementation entails that the levels of formalisation also need to change in order to keep abreast of changes. Therefore it would seem that formalisation is ideal for systematic business environment whose change is predictable and thus decision rules can be effectively applied. In addition Kimuli, Kabui and Ocharo (2017) supports this view by conceptually concluding that strategy, environment and structure need to be closely linked and that organizations should adjust their structures by removing unnecessary procedures and programs which hinder strategy implementation otherwise the organizational performance will suffer. Nguyen and Nguyen (2017) further notes that competitive environment changes require organizational structure change of a company. However firm size and rapid change in the business environment may require high levels of formalisation in order to control operations. For instance Villagarca (2011) explains that formalization, as a characteristic of the organizational structure of a firm is important in controlling and managing information and in reducing uncertainty.

CENTRALISED STRUCTURE

Srivastava (2001) notes that bureaucratic organisations are signified by indicators such as formalisation, centralisation, task routinism and participation in decision-making. Ng'enh (2013) stated that in a centralized structure, the top layer of management has most of the decision making power and has tight control over departments and divisions. For example Cameron et al (1991) cited in Cascio (1993)

mentioned that downsizing is implemented by command from the top with recommendations from lower-level employees, based on job and task analyses of how work is currently organized. Organizations are rational institutions whose primary aim is to implement established objectives; rational organizational behavior is achieved best via systems of defined rules and formal authority therefore organizational control and coordination are key for maintaining organizational rationality (Shafritz, Ott, Jang, (2005) cited in Önday (2016)). Abuga and Deya (2019) directs that managers of organizations have adapted centralized structures to make decisions in concentrated organizations that helps to uphold an organization's principles and values in managing the organization. Organization increases stability in human relationships by decreasing uncertainty regarding the nature of the system's structure and the human roles which are inherent to it fundamental conflict resulting from the demands made by the system, and the structure of the mature, normal personality (Önday 2016). Thus management seeks to institute centralised structures in order to obtain a conflict free environment during strategy implementation by exerting high levels of control onto the system. For instance Abuga and Deya (2019) notes that centralized structures make employee behavior more predictable, reduce ambiguity and provide direction to employees. Waribugo and Etim (2016) summed that centralized structures leads to slow pace of strategy implementation while specialization structure enhances strategy implementation. Srivastava (2001) contrary to Waribugo and Etim, views that formalisation which is a key aspect of centralisation was positively related to adaptability, further formalisation can provide direction to employees about their role in the organisation. Önday (2016) reiterates that business requires a system of relationships among functions' it requires stability, continuity, and predictability in its internal activities and external contacts, business also appears to need harmonious relationships between the people and processes which creates it.

DECENTRALIZED

According to Ogbo, Chibueze, Christopher, Anthony (2015) decentralization refers to the degree to which decision making is allowed for lower-level managers, in a decentralized organization, decision making is pushed down to the managers closest to the action. A decentralized structure, the decision making power is distributed and the departments and divisions may have different degrees of independence (Ng'enh 2013). Ogbo, Chibueze, Christopher, Anthony (2015) further concluded and recommended among others that managers of organizations should adopt more decentralized forms of structures as means of improving the decision making process. However, Hocevar et al (1999) claims that decentralisation causes the problem of opportunism: because line managers were making decisions, the interests of departments often prevailed over those of the company as a whole. Srivastava (2001) there is a need to develop lean and flexible organisational structures otherwise companies will be facing problems like delay in decision making, rigidity and poor customer service, etc. Kimuli, Kabui and Ocharo (2017) also class that decentralization of authority and flexibility in

decision making have great positive bearing on implementation of strategic plans.

IV. CONTINGENCY FACTORS IN ORGANISATIONAL STRUCTURE DESIGN

ORGANISATION SIZE

Kalowski (2015) explains that the size of organizations directly affects their number of structural levels, which can be determined by the following relationship - the larger the organisation, the greater the specialization, the more complicated the procedures, including a more extensive hierarchy, etc. Hocevar, Jaklic and Zaman (1999) stated that the beginning of the 50's, the prevailing, simple centralised functional organisational structure, became increasingly inefficient, due to the increasing diversification of companies, within the functional organisational structure, management was no longer capable of co-ordinating the increasingly complex assignments; this resulted in both a loss of strategic control and a limitation in growth potential. Small organisations tend to have simple structures as they are not geographically spread, more so such organisations have fewer stakeholders that they interact with locally and regionally and globally. However, as organisations grow in size their levels of operations complexity increases as they bring in new processes, new products as well as stakeholders, as such management who centralise decision making and control tend to experience information saturation leading to poor and delayed decision pronouncements. According to Hocevar, Jaklic and Zaman (1999) information saturation is a consequence of top management dealing with both day-to-day tactic problems as well as long-term strategies and decentralisation of decision-making was the first step in changing organisational structure. Srivastava (2001) the complex organisation has characteristics like decentralisation and participative management.

LEADERSHIP DECISION MAKING (LDM)

Many studies by different professions had shown that there are several important factors that may influence leadership decision making in organizations, these factors include: past experience, cognitive biases, age and individual differences belief in personal relevance, and an escalation of commitment as well as the influence what choices people make (Ejimabo 2015). The purpose of the current study was partially to assess the influence of LDM on organisational structure choice and to further look at the impact of organisational structure choice on strategy implementation success. Oyewobi, Windapo, Rotimi (2016) expresses that the decision-making styles and strategies of organisations play significant roles in their competitive advantage and the achievement of superior performance. Oyewobi, Windapo, Rotimi (2016) further make explicit the need to consider the role of different decision-making styles being practiced within organisations and how their moderating effect influences organisational performance beyond rational processes. A good understanding of LDM allows strategy planners and

executors to be able to effectively create or choose the most ideal organisational structure that allows for effective achievement of goals and objectives.

OWNERSHIP STRUCTURE

The well documented history and formation of SOE world over points to a potential strategy formulation and implementation conundrums. OECD (2018) reports that where SOEs engage in economic activities, those activities should be undertaken in a manner that ensures a level playing field and fair competition in the marketplace, according to the SOE Guidelines. However, achieving a level playing field is sometimes more challenging in practice, particularly when economic activities of SOEs are combined with public policy objectives (OECD 2018). The study assumes that ownership structure of SOE creates political affiliation (state-manager or manager/state relationship) with current government thereby by increasing their strategy decision and resource decision dependence on political structures while at the same time trying to rely on market forces to shape their structures as well. Cui and Jiang (2012) claims that such resource dependence and political perception increase firms' tendency to conform to, rather than resist, isomorphic institutional pressures. However, firm self-interests may not align with those of the institutions, and that firms are driven by their self-interest (Cui and Jiang 2012). Cuervo-Cazurra & Dau, (2009) and Liang, Ren and Sun (2015) speak that SOE managers are incentivized not just by the prospect of increasing economic performance but also (and more importantly) by fulfilling the state's political and social objectives. Thus this view may imply that governments may seek to exert direct influence on the operations of SOE thereby leading to the creation of party formalised and centralised decision making systems whilst at the same time giving room for SOE to craft their own separate identities as commercial enterprises.

SOEs as political affiliates are different from active agents, in that their responses to institutional pressures are motivated not solely by self-interests, but also by the interests of the institutions they are affiliated with (Cui and Jiang 2012). SOE may be regarded as organisations with an identity crisis, whereby they are constantly battling to shape their combined political and commercial identity to shape their political and commercial identities. For instance, Cui and Jiang (2012) citing Scott, (2002); Zhang, Zhou, & Ebbers, (2011) maintains that while pursuing their business objectives, SOEs can be required to serve the political mandates of the state and align their interests with the home institutions rather than challenge these interests. Ownership structure may for instance create identity challenges for employees and stakeholder as they may fail to understand whether they belong to a political or commercial or both political-commercial organisation there by affecting their decision making abilities. Liang, Ren and Sun (2015) upon analysing SOEs' degree of globalization (DOG) noted that SOE are inherently affected by different governance mechanisms and the underlying institutional environment. Thus SOE are structured as both political-economic actors whereas commercialised State Enterprises may be structured as economic-political actors thereby creating hybrid

organisational structures for their day to day operations. In this regard the study seeks to examine the effects of these organisational structures on strategy implementation.

TASK STRUCTURE

Task structure refers to the way jobs or task are defined and explained in an organisation. Task structure can range from simple to complex, low cost to high costs and with deferring levels of managerial control required to execute an assignment. The study draws that the complexity of a task structure influenced by size, number of participants, financial and non-financial costs influences how organisations are structured. Furthermore, individual manager's risk perception on projects and expected results further helps to define how organisations are structured as such the number of departments (which could be many in large complex organisations), communication systems as well as levels of authority as well as information storage during strategy execution. Highly structure task improves employee productivity as it reduces emotional and mental pressure on employees during strategy execution. As the rules and procedures for executing marketing planning become better specified and organised, the credibility of output is enhanced and utilisation rates are higher, thus there is some evidence that formalisation can help in achieving efficiency in the organisation Srivastava (2001). Task structure however also tends to negatively influence the level of motivation and initiative of employees during strategy execution. Srivastava (2001) notes that task routineness is negatively related to adaptability as routine task increases rigidity due to employee development of narrow perspective of their job. Önday (2016). In any event, the individual has expectancies regarding the job he is to perform; and, conversely, the job makes demands on, or has expectancies relating to, the performance of the individual. Thus highly structured tasks tend to lead to employee boredom due to constantly repeating the same tasks over and over again. They do not take initiative any try to avoid uncertain situation, therefore, organisation is not able to respond timely to changes as decision making process becomes highly bureaucratic and adaptability of company is reduced Srivastava (2001). On the contrary however,

Villagarcia (2011) says that uncertainty increases the amount of information to be processed and, in many occasions, overwhelms the firm's capacity to process information, a way to reduce the amount of information to be processed is through formalization that represents the rules in the organization to obtain standardized behaviour.

DEREGULATION

Villagarcia (2011) the performance of a firm will be restricted by the characteristics of the environment and industry which it belongs. Önday (2016) claims that as environments have become more complex, organizations going to be flat-structure, class stratified, network relationship, flexible and fuzzy boundary. Deregulation of industries and sector creates a strong need for organisations have some homeostatic features to reorganise their organisational structures in order to remain relevant. Önday (2016) further

mentions that if human organizations are open, self-maintaining systems, then control and regulatory processes are required, the issue hinges on the degree to which stabilizing processes in systems, when adapting to change, are automatic. Commenting on controlled Slovenian markets, Hocevar, Jaklic and Zaman (1999) mentions that, lack of strategic vision caused stagnation in the organisational field; the simple functional structures met the requirements of the operations, which were carried out by the companies, the organisational structures were very simple, following the logic of a basic functional structure with the emphasis on production, whereas commercial and financial functions were to some extent neglected, because of a protected and undeveloped market. Hocevar, et al's views also explain the situation of State Owned Enterprises in Zimbabwe before commercialisation. Jerovsek and Rus, 1989: 17) cited in Hocevar, Jaklic and Zaman (1999) also noted that the organisational structure of Slovenian firms before the transition period, had some clear characteristics: (1) a distinctive hierarchical structure, (2) dependence upon bureaucratic models, (3) low levels of sub-unit autonomy within the macro system of companies, and consequently, (4) low levels of any socio-organizational group autonomy within a company, (5) rigid leadership, (6) and personnel promotion policies which, to a great extent, ignored skills, talents, and work results of an individual worker. Deregulation of industries and sectors thus entail that organisational systems need to adapt to the new environment. For instance in Zimbabwe deregulation ushered in new competition in The Post and telecommunication sector leading to the new for adaptive organisational structures amongst CSOE. Mature organisations with well establish decision making systems operating in deregulated environment tend to adopt decentralised structures with defined autonomy, whereas young and growing organisations may adopt centralised structures in order to guide decision making by departmental units. Srivastava (2001) in the present economic scenario, all organisations are facing competition in business, Top management is finding means to ensure growth and development of organisations, It is necessary to respond to environmental changes, therefore, organisations are trying to develop flexible and adaptable structures so that they can respond to customers' needs and compete with the other organisation. In order to design organizations that will be able to confront successfully with upcoming competition and increasing changes in consumer expectations, it is required to look for systemic and cause-and-effect relationships between emerging practice at many levels of analysis – industry, organization, and work (Önday 2016). Villagarcia (2011) noted that formalized (systematic) structures increases the capacity to process information: it frees up higher hierarchies since lower hierarchies are able to make their own decisions supported by the rules in the organization. Thus rapid change in the business environment caused by deregulation requires managerial economies in order to free up top management to focus on adapting to the environment during strategy implementation. Thus the current study will seek to investigate the structural changes made by CSOEZ after deregulation and commercialisation and their impact on strategy implementation.

STRATEGY

Strategic philosophies under pinning structural design: defenders, analyzers, prospectors and reactors. According to Silva and Fernandes (2019), strategic posture of an organization can influence its Management Control Systems, where strategy refers to how a company positions itself in the market considering to its competitors. From the views of Silva and Fernandes the current study assumes that the strategic choice adopted by an organisation has a direct bearing on how they will be organized. Doherty, Champion and Wang (2010) the implementation of information technology within organisations almost invariably results in a wide variety of, often very significant, impacts upon the design of the business. The study draw a focus on CSOE in the Postal and Telecommunications industry and thus assumes that IT implementation is a constant element of corporate strategy hence it becomes imperative that organisational structure be allowed to evolve to suit strategy. The study further assumes that organisations pursue a wide range of strategies outside IT based strategies. For instance CSOEZ adopted any strategies aimed at improving their profitability such a downsizing as well as adoption of new products and new markets. Thus adoption of such strategies would entail instituting new business designs. In terms of organisational redesigns, the most likely candidates (though by no means the only candidates) are firms that are struggling to get through hard times, saddled with more debt than ever Cascio (1993). Cabello, Camacho and Vázquez 2014), the most traditional concept of organization-characterized by a vertical and specialized structure - is being substituted by new forms of organization in those businesses that have adopted a market orientation.

POWER OVER THE ORGANIZATIONAL STRUCTURE

Power over resources describe the way leaders influence decision outcomes, face resistance and opposition, through investment of resources of which others are dependent on (Hardy 1996). Thus individual with control power in the organisation may direct crafting of organisational structures that suit their specific strategic management behaviour needs. (Hardy 1996) by encouraging certain behaviour with rewards a desired change can be carried out, however, it has a limited impact because it is task-oriented and dependent on continuous “funding” of the desirable behaviour. Hardy (1996) power of processes concerns the elimination of resistance to change, by implementing procedures and routines which will lead to a desirable outcome. Strategy implementation as opposed to strategy planning relies more on process stability and predictability for effective and efficient objective achievement. By having control over the physical and technological environment, along with control over the organization of work, provides an opportunity for influence over individuals (Hardy 1996). Further, it allows change agents to determine outcomes by not letting un-wanted ideas and issues be put under discussion or to exclude subordinates from the decision-making, and thus having the strategy implemented more smoothly carried out in a desired direction (hardy 1996).

V. METHODOLOGY

Data for the study was collected through random sampling of middle and lower level employees of three Commercialised SOE in Zimbabwe. The study sample was selected using the monkey survey sample calculator function. A total of 478 respondents completed the questionnaire out of a target population of 836 giving a 57% response rate. A distinguish was made between staff management (branch managers) from corporate staff. The study made use of equal allocation of sample participant from the three case studies under investigation. The following likert scale constructs were adopted; ownership structure (Likert scale items adopted from David and David 2015), level of centralisation/decentralisation (Likert scale items adopted from Cabello, Camacho and Vázquez 2014), and formalisation (Likert scale items adopted from Covin and Slevin 1989). Survey data was presented through tables using descriptive statistics of mean, mode and standard deviation. Data was analysed through regression analysis (ANOVA – p value, mean square, R squared, Adjusted R squared, Root MSE, regression coefficient).

VI. RESEARCH FINDINGS

The current study interrogated the influence of organisational structure on strategy execution success and the results are presented below.

OWNERSHIP STRUCTURE (STAKEHOLDER INVOLVEMENT IN DECISION MAKING)

Likert scale item	1	2	3	4	5	Total	Mean	Mode	Standard deviation
Too many levels of management	8%	15%	19%	17%	41%	100	3.684	5	1.345
Too many meetings attended by too many people without diverse interests.	20%	19%	17%	20%	24%	100	3.086	5	1.465
Too much attention being directed toward solving stakeholder conflicts	14%	14%	29%	19%	24%	100	3.247	3	1.337
Revenue and/or earnings divided by number of employees and/or number of managers is low compared to rival firms	18%	7%	21%	26%	28%	100	3.389	5	1.423
Total (average)							3.351		1.392

Table 1: Influence of ownership structure on strategy implementation

Under ownership structure, using 4 likert scale items’ mean score = 3.351 and standard deviation = 1.392 the study found that ownership structure was negatively affecting strategy implementation in CSOEZ. None of the 4 likert scale items had positive ranking (low mean score) with the 2 highest negative rankings being Too many levels of management and Revenue and/or earnings divided by number of employees and/or number of managers is low compared to rival firms that had the following respective descriptive statistics (mean =

3.684, mode = 5, standard deviation = 1.345) and (mean = 3.389, mode = 5, standard deviation = 1.423).

CENTRALISATION

Likert scale item	1	2	3	4	5	Total	Mean	Mode	Standard deviation
In this organization it is necessary to have the prior approval of a supervisor to make a decision.	2%	16%	4%	10%	68%	100%	4.259	5	1.216
People who wish to make their own decisions would be quickly discouraged.	10%	14%	7%	55%	14%	100%	3.489	4	1.189
Even small matters have to be referred to a superior for a final response.	5%	10%	3%	48%	34%	100%	3.960	4	1.107
Those in charge of each department have to ask a superior before doing most things.	7%	10%	5%	54%	24%	100%	3.782	4	1.126
Total (average)							3.872		1.160

Table 2: Level of centralisation/decentralisation in CSO EZ

With regards to centralisation and decentralisation of organisations structures the study utilized 4 likert scale items and found out that CSO EZ were making use of highly centralised organisational structures to implement strategies as testified by a high mean score of 3.872 and a standard deviation = 1.162. None of the 4 likert scale items had a below high mean score. The highest mean, mode and standard deviation score denoting high levels of centralisation were recorded for the following 2 likert scale items. In this organization it is necessary to have the prior approval of a supervisor to make a decision (mean = 4.259, mode = 5 and standard deviation = 1.216) and Even small matters have to be referred to a superior for a final response (mean = 3.960, mode = 4 and standard deviation = 1.107). The lowest ranked mean, mode and standard deviation likert scale item that denotes low levels of centralisation leading to decentralisation were, People who wish to make their own decisions would be quickly discouraged (mean = 3.489, mode = 4 and standard deviation = 1.189).

FORMALISATION

Likert scale items	1	2	3	4	5	Mean	Mode	Std deviation
Managers' operating styles allowed to range freely from the very formal to the informal	29%	31%	15%	9%	16%	2.523	2	1.407
A strong tendency to let the requirements of the situation and the individual personality define proper on-the-job behavior.	26%	43%	6%	15%	10%	2.412	2	1.295
A strong emphasis on getting things done even if this means disregarding formal procedures	4%	18%	5%	63%	10%	3.577	4	1.022
A strong emphasis on	17%	16%	4%	19%	44%	3.583	5	1.568

holding fast to tried and true management principles despite any changes in business conditions.									
Total (average)							3.024		1.323

Table 3: level of formalisation and its influence on strategy implementation in CSO EZ

Formalisation was the last likert scale construct explaining the organisational structures adopted for strategy implementation purposes in CSO EZ. A total of 4 likert scale items were crafted and adopted. All 4 likert scale items retained an average mean score of 3.024 (medium) and standard deviation score of 1.323. Basing in the mean score the study findings indicates that there is a moderate level of formalization and thus CSO EZ try to strike a balance between high and low degree of formalization during strategy implementation. The highest positively ranked likert scale item depicting low levels of formation was, A strong emphasis on getting things done even if this means disregarding formal procedures (mean = 3.577, mode = 4 and standard deviation = 1.022). the highest ranked likert scale indicative of high degrees of formalisation was, A strong emphasis on holding fast to tried and true management principles despite any changes in business conditions (mean = 3.583, mode = 5 and standard deviation = 1.568).

The above results were used to examine and confirm the following study hypothesis.

H0: Adoption of appropriate organisational structures does not reduce the number of unattained objectives.

H1: Adoption of appropriate organisational structures does reduce the number of unattained objectives.

Source	SS	df	MS	
Model	728.329064	1	728.329064	
Residual	76.6249111	476	160976704	
Total	804.953975	477	1.68753454	

Number of obs = 478
 F(1, 476) = 4524.44
 Prob > F = 0.0000
 R-squared = 0.9048
 Adj R-squared = 0.9046
 Root MSE = .40122

TCOMANYUNA-S	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]
ORGSTRUCT-E	.8781556	.0130554	67.26	0.000	.8525024 .9038089
_cons	-.3844741	.0477748	-8.05	0.000	-.4783498

Table 3: Relationship between appropriate organisational structure and number of attained objectives

Model regression analysis demonstrated that there is a relationship between the organisational structure deployed during strategy implementation and the number of objectives achieved by CSO EZ in Postal and Telecommunications Industry as supported by a significant p-value of 0.000. As such the study claims that the high number of unachieved objectives are partially caused by adoption of poor organisational structures in relation to specific strategies under execution. Thus the alternate hypothesis is accepted in rejection of the null hypothesis. In addition the alternate hypothesis is supported by the ANOVA statistics where the model sum of square (SS) explains 728.3291 observations out of 804.9540 observations indicating an R-Squared = 0.9048, Adjusted R-Squared = 0.9046, root MSE = 0.4012 and thus showing a goodness of fit between the independent and dependent variable. The regression model also observed a low standard error of 0.0131 which further attest to a goodness of fit as the variables measures model prediction preciseness. Lastly the regression coefficient of the model predicts that a 1 point increase in organisational structure adequacy will lead to

a 0.8782 increase in number of attained objectives during strategy implementation.

VII. CONCLUSION AND RECOMMENDATIONS

ORGANISATIONAL STRUCTURE AND OBJECTIVE ACHIEVEMENT

The survey research influenced by descriptive mean score (3.416 high) and standard deviation (1.292) declares that CSOEZ organisational structures negatively affect objective achievement. Further to that the conclusion is cemented by a regression analysis and p value = 0.000. The study establishes that CSOEZ in Zimbabwe operate with dual structures (political and administrative) which are public-private oriented resulting in multiple objectives. A study involving over 200 senior managers demonstrates that overall firm performance is strongly influenced by how well a firm's business strategy is matched to its organizational structure (Olson, Slater and Hult 2005). The study recommends that low level management assist strategy implementation structures through establishing decision making criteria that are clear and consistent during strategy implementation. Low level management team should strike a balance between the managerial, political and legal fraternities that structure CSOEZ in order to achieve high levels of strategy implementation flexibility and success. Also the study recommend CSOEZ to establish internal systems that allows employees are independently make decisions during strategy implementation to improve speed and flexibility when attending to performance threats and opportunities during strategy implementation. In a study on The Performance Implications of Fit among Business Strategy, Marketing Organization Structure, and Strategic Behavior, Responses from 228 senior marketing managers provide support for the model and demonstrate that each strategy type requires different combinations of marketing organization structures and strategic behaviors for success (Olson, Slater and Hult 2005).

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