

**EMPLOYEE PERCEPTIONS ON FACTORS INFLUENCING STRATEGIC  
PLAN IMPLEMENTATION AT KANGEMA LAW COURT**

**BY**

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**DECLARATION**

This research project is my original work and has not been presented for the award of a degree in any other university/institution or for any other purpose.

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This research project has been submitted for examination with my approval as the University Supervisor.

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## **DEDICATION**

I dedicate this research project to my family without their strength and determination to see me through school this would not have been possible. I also dedicate it to my siblings for their moral support.

## **ACKNOWLEDGEMENT**

First and foremost, I sincerely thank the Almighty God for giving me the strength, providing means to undertake this study, for his sufficient grace and favors. To him be all Honor and Glory.

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## **ABBREVIATIONS**

<b>EI</b>	Employee Involvement
<b>ICT</b>	Information Communication and Technology
<b>JTF</b>	Judiciary Transformation Framework
<b>KRA</b>	Kenya revenue Authority
<b>LGMA</b>	Local Government Modernization Agenda
<b>LS</b>	Leadership Style
<b>NCJ</b>	National Criminal Justice
<b>NGO</b>	Non-governmental Organization
<b>RA</b>	Resource Allocation
<b>RBV</b>	Resource-Based View
<b>SAADC</b>	South African Agricultural Development Corporation



## ABSTRACT

Implementation of the strategic plan in the Kenyan Law courts has become critical in the delivery of quality service to Kenyans seeking justice in Law Courts. Successful implementation of strategic plans depends not only on the adequacy of the infrastructure, on speedy disposal of cases and number of people seeking justice but also on the availability and efficient utilization of resources for effective performance. Specifically, the study sought to analyze the influence of leadership method, resource utilization plan and staff's involvement in the implementation of the strategic plan at Kenyan law courts. The researcher used descriptive survey design. The targeted population sample for this research involved 58 magistrates and paralegal staffs in courts within Kangema law court in Murang'a County. This study undertook a census survey where all the magistrates and paralegal staffs working with Kangema law court participated in this study. The research employed various descriptive statistics like the standard deviation, mean score, percentages as well as frequencies. The study found that strategy implementation process at Kangema Law Courts is faced with numerous challenges including lack of strong leadership and direction, poor organizational structure, human resources and financial resources. Some of the mechanisms adopted to deal with these challenges include sufficient allocation of financial resources, engaging staff in the strategy implementation and change of top leadership as they were found to be key drivers towards successful implementation of strategic policies and plan. The study recommends that the strategy should factor in the internal strengths and weaknesses and at the same time establishing long-term objectives to be followed. The top leadership in Kenyan Judiciary should provide guidance to the lower management levels on strategy implementation process. The leadership must be communicative and open with scheduled meetings for updates. In conclusion, there is a need for the Judiciary to address the challenges it faces through the adoption of technology systems to track the implementation process and allocation of sufficient resources, especially in finance. The work environment at Kangema law courts must be such that every employee feels involved, comfortable and motivated in order to ensure efficiency and effective strategy implementation.

## CHAPTER ONE: INTRODUCTION

### 1.1 Background of the Study

Strategy implementation within organizational context has attracted considerable attention in organizational and strategic research compared to strategy formulation process or strategic plan development (Ikävalko, & Aaltonen, 2002). According to Alexander (2013), several reasons support this hypothesis: strategy implementation process is to some extent less enchanting than strategy formulation process, the committee that oversees the implementation usually overlooks it on the belief that any person can handle it. There exist few conceptual models that can be utilized in the implementation of strategic plan. Organizations seem to encounter difficulties in the process of implementing their long-term strategic plans. Researchers have revealed a number of challenges associated with strategy formulation and implementation process. Some of these challenges include very weaknesses in management roles which affects the execution; a lack of consistent and reliable communication within the organization; lack of strong commitment towards the strategy. Others include the lack of knowledge or misunderstanding on what truly the strategy entails; lack of alignment with organizational systems and available resources; weak coordination and delegation of responsibilities; insufficient technical capabilities, uncontrollable environmental factors as well as competing activities (Beer & Eisenstat, 2011).

Quinn and Mintzberg (2009) defined strategy as a blueprint or a map that integrates the firm's most important policies, future objectives and action course as an organized whole. Porter (2006) also defined organizational strategy as a development of an of a unique and weak position of tradeoffs in competing, including a set of exercises that perfectly fit together, that are basically steady, fortify each other and guarantee optimization of exertion.

Pearce and Robinson (2007) defined strategy as the organization's "game plan" which brings out the future forecasted plans through interaction with the highly competitive market environment to realize the organization's strategic objectives. Johnson and Scholes (2014) envision strategic plan as the route and scope that the organization follows over a certain period, in view achieve to competitive advantage through the correct arrangement of its resources within a dynamic market environment, in view fulfilling the expectations of the stakeholder or the investor.

### **1.1.1 Concept of Strategy Implementation**

The process of implementing any strategy entails the organizing any resources available in the given companies, and offering incentives that compel its employees to work towards achieving the set goals and objectives. The environmental challenges confronting firms today have changed substantially. The competitiveness that currently exists within a business environment is today is dynamic, highly complex, and very unpredictable. To address this unpredictable level of market dynamicity, several opinions have been envisaged in strategy development. Strategic execution revolves around managing the future, and successful strategy formulation is essential, as it offers the right direction attention, and procedures to be followed. The evaluation of strategic plan formulation again is of critical importance for oversight committee order to perform and processes successfully (Olson et al., 2005).

In the last few decades, state-owned institutions have sought to come up with greater flexibility in addressing the environmental instability by shifting from hierarchical structures and adopting modularly based models (Balogun, 2003). Power resources and responsibility, within organizations, has been the issue of delayering and decentralization. Given in a rising competitive market environment, it is frequently assumed as the most significant

determinant of the excellence and confidence, the continued existence of the organization (Chebat, 2009).

In history, numerous scholars in strategic implementation have shown incredible importance to the strategic detailing procedure and termed strategy execution as an unimportant by-product or constant result of planning (Wind and Robertson, 2003). However, experiences in such a management area have been made as of late which alter our information of creating technique with the realism of implementing what is formulated (Olson et al., 2015). Nevertheless, a strategy plan accomplishment is equally a difficult organizational procedure; it's through having a large vision that a broad span of potentially helpful insight is developed.

The serious problem with strategic plan execution is the little probability of its success rate of planned strategies, According to Judson, (2001) the probability that strategy implementation will go as planned is as low as ten percent. Regardless of this abysmal evidence, strategy implementation process happens not to receive much attention. Actually, some managers underestimate implementation as a planned reflection and a pure top-down model. In its place, management will concentrate its attention on plan formulation and accord implementation process little attention. Studies giving emphasize on strategy implementation are categorized by Brodwin and Bourgeois (2004) as a fraction of a primary wave of studies advocating for structural re-views terming it as a significant facilitator for victory in strategy implementation. Above this concern of many of the scholars and researchers with organizational structure, the subsequent wave of investigation called for interpersonal procedures and challenges as important to the implementation of the promotional strategic plan (Noble and Mokwa, 2009). Differing empirical results grounded

on contrasting theoretical grounds show that strategy implementation process is a highly complex phenomenon. In reply, the organizational strategic management committee (Cannella, & Hambrick, 2009) has developed generalizations of highly encouraging results in primary development of a strategic process.

### **1.1.2 The Kenyan Law Courts**

For effective execution of strategic plans which have a long-term effect on the organizational goals, the support and the performance of staffs from all the departments in the firm is inescapable. According to Sterling (2014), it is important to advance the infrastructure in Kenyan law courts especially from construction and equipment courtrooms. Such an approach is important in increasing the current number of registries, installing additional security systems/measures within courts. The creation of enough parking spaces and adoption of technology (ICT) to advance effectiveness and efficiency of the judicial personnel consequently increasing service delivery within Kenyan judiciary. Leigh (2008) further observes that having sufficient infrastructure is necessary for the work environment and leads to improved service delivery consequently this calls for incorporation of ICT Kenyan law courts as well as in the whole judiciary. Providing the necessary infrastructure especially in the areas related to security systems and enhancement of the work conditions of judicial staffs will go a long way in reducing or entirely addressing the incessant accumulation of cases in Kenyan law courts thus promoting the general performance of Kenyan law courts and the judiciary.

According to Max (2006), having sufficient human resource enhances organizational competitiveness and performance. This revelation concurs with the argument by Richard (2006) that regular job promotion and employees training and development enhances

motivation levels and at the same time equips them with adequate skills and knowledge necessary to perform their tasks effectively.

## **1.2 Research Problem**

Implementation of the strategic plans in the Kenyan Law courts has become critical in the delivery of quality service to Kenyans seeking justice. Strategic plan implementation has a considerable influence on performance in the Judiciary although it is affected by multiple factors due to the fact that strategic plans implementation in the judiciary is at its infancy stages. The successful implementation of strategic plans depends not only on the adequacy of the infrastructure, on speedy disposal of cases and number of people seeking justice but also on the availability and efficient utilization of resources for effective performance.

Many Kenyan Law courts are unable to come up with innovative strategic goals, and only a limited number is in a position successfully implement these plans. A study carried out by Miller (2002) indicated that more than 50% of organization's strategic initiatives are not implemented. Strategy implementation is a major challenge for many governments and state-owned organizations. Raps and Kauffman (2005) noted that this attributable to the fact that the organization experience a significantly low success rate in their intended strategies.

Given the fact that Kenyan Law Courts have an exceptionally critical part to play in benefit conveyance, there is a need to look into its vital plans usage. In Kenya a number of studies have been carried out on strategic management among them (Kiptugen, 2003) who did a study to determine the strategic responses of Kenya Commercial Bank to a changing competitive environment and (Muturi 2005) who did a study to establish the key reactions of Kenyan Christian religion on problems that are outside setting.

The Kangema Law Courts had 5 years strategic goal that ran from 2012 to 2016 where the main goal was to restore processes in view of promoting flexibility and service delivery. The objectives were to realign the current framework to the point of progressing service delivery of the Kangema Law Courts which was expected to emulate strategic management principles that would promote the quality of service delivery. An evaluation carried out at the end of 2015 revealed that the Kenyan judiciary was only able to realize 40% of the intended outcomes and inadequate implementation was pointed out to be the major cause. This research thus sought to fill the loophole by seeking answers on the factors influencing the execution of the strategic plan in Kangema Law Courts.

### **1.3 Objectives of the Study**

#### **1.3.1 General Objective of the study**

This study sought to analyze the employee perceptions of factors influencing strategic plan implementation at Kangema Law Courts.

#### **1.3.2. Specific Objectives**

- i. To establish the extent to which resource allocation influences the strategic plan implementation process at Kangema Law Courts.
- ii. To determine how staff involvement affects the execution of strategic plan at Kangema Law Courts.

### **1.4 Value of the Study**

The findings of this study will include the information, understanding of strategic plan and its application by the law courts administration. It will invent ways of dealing with key challenges inside the institute. The ponder permits the distinguishing proof of the perception and system of key issue administration that takes factors in nature of work and situation that surrounds the Kenyan law courts.

The findings will create more prominent awareness amongst government institutions. The significance of putting into place legitimate and commonsense vital arrangements issue system as a vehicle to organizational adequacy. It will give valuable information on components that could affect, give insight on effective appropriation and execution of strategic plans in state-owned institutions.

The academicians and analysts may utilize the discoveries of this think about as a premise for encouraging, inquire about an organization's variables affecting the compelling execution of strategy either in Kenya or in the other countries.



## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter presents a survey of literature on variables influencing strategy execution in Kenyan law courts. This chapter also reviews the accessible literature on strategy execution and its challenges. The area begins with the theoretical survey, variables influencing procedure usage at Kenyan law courts, observational review and summary.

### **2.2 Theoretical Foundation**

This section discusses the theories that have been employed to inform this research on employee perceptions on factors influencing strategic plan implementation at Kangema Law Courts. The section further provides the theories that cover on challenges associated with strategy implementation and survive delivery in state-owned organizations. The study was informed by; institutional theory and (RBV ) resource-based view.

#### **2.2.1 Institutional Theory**

Institutional theory for the first time was innovated by Scott (2009), in his work focusing on institutions and organizations. Institutional theory is an extensively accepted theoretical model that emphasizes on rational concepts, legitimacy, and isomorphism. Institutional theory narrows its focus on the extensive and flexible aspects of the social/communal structure. It also puts into consideration the process by which these structures not excluding their norms, rules, and daily routines were established assumed the authoritative role that govern social behavior (Van de Ven & Poole, 2015). Institutional theory investigates on how these basic elements are created, adopted, diffused, and then adapted to environments in given period of time and how they succumb to refuse and abandonment. Even though the apparent matter is a steadiness and in social structures of life, judicial organizations should attend not only to policies and compliance and transformation in the social structure.

The essential concept and ground of the institutional theory model is to provide practical guidelines for critically examining organization's environment relations with great emphasis on (Westney, 2013). The organizational environment is sharply conceptualized as the major organizational field that is represented by institutions that possibly will include the regulatory framework, government agencies, law courts, professional norms, professionals, interested groups like civil societies, laws, public opinion, rules, and social norms and values. The theory is pertinent to this study since the institutional environment is likely to influence the strategy implementation process within an organization, frequently more intensely than external related pressures.

### **2.2.2 Resource-Based View Theory**

This theory (RBV) developed by Wernerfelt (1983), postulates that the competitiveness of an organization can only be realized by innovative delivery of advanced value to consumers. The present literature focuses concretely on the strategic credentials and utilization of resources by the organization in development sustained competitive edge (Borg & Gall, 2009). Theorists interested in International business also do explain the success and failures of organizations across borders by factoring in the competitive level of their subsidiaries or local alliances in upcoming markets. General knowledge availed by a subsidiary or any local alliance turns out to be a key resource for conceptualizing the worth in respect with the local requirements (Gupta et al., 2011).

Okumu's (2013) further identified eleven variables frequently mentioned by other studies that have a significant effect on strategic plan implementation and outcomes. These variables include; environmental dynamicity and uncertainty, strategy development, organizational structure, leadership, culture, operational planning, communication process, human resource, resource allocative efficiency, control and the outcome.

From these identified variables, Okumu developed a fresh strategy implementation structure by re-grouping the variables into 4 major categories that include strategic context, strategic content, operational process and the outcome. Strategic content entails the development of strategy where a variety of issues are investigated, for example, whether the brand strategy is aligned with the strategic path of the organization, identification process intends to gather fresh initiatives, sufficient knowledge, and proficiency in the administration of change and vigorous participation of administration at all levels within the organizational management. According to Okumu's (2013) organizational leadership is a prerequisite in the utilization of process factors and again in the manipulation of the internal environment to create a situation open to change. The major issues that are considered under this step comprise of the actual participation of the chief executive officer in the strategic plan development and execution process, the degree of support from the chief executive officer to the new strategy up to the time when it is completed and the open and covert messages coming from the chief executive officer about the mission and its significance.

The 3<sup>rd</sup> category includes the organizational procures which incorporate operational development and plans. This is the process that entails initiation of projects' operational procedures, plans, actions, and tasks. Issues addressed at this stage include preparation and implementation of planned activities, contribution, and feedback from various management levels and functional areas in preparing operational plans and implementing activities, initial pilot projects and knowledge gained from them and the timescale for making resources available and using them.

The 2<sup>nd</sup> major variable in the firm's operational process is the resource allocation which does ensure that monetary resources, knowledge, and skills are availed. The main Issues

addressed at this point include actions of securing and allocation of finances, knowledge and information requirements, the amount of time available to finish up the strategy implementation process and cultural, the political and aspects within the organization and their effect on resource allocation process. The other key factor is the human resource. This entails the recruitment of new employees, continuous provision of staff training and provision of incentives to appropriate employees. According to Okumu's (2012) resource allocation and operational planning, both have a direct influence on employee's efficiency in a business organization. The Key aspects include the recruitment of appropriate employees for new strategic plan implementation, acquisition and the development of technical skills and capacities to implement the formulated strategic plan, the various training programmes to be developed and preparation of relevant line managers and workforce, provision of right incentives that are related to implementation process and the perceived implications and the general influence of company's HR practices and policies on the process of implementing the formulated strategy

The 4<sup>th</sup> factor in the organizational communication process, that is the system used to send both official and non-official messages relating to the new strategic plan. Factors considered at this bit include resources utilized in communication process among which include operation plans, incentives, and training programs. The use of understandable messages when conveying crucial information to the staff, the consequences of employing multiple systems of communication, challenges associated with communication and their main causes and the influence of organizational culture, structure, and leadership on implementation of the formulated strategy. The last variable/ factor in the process control and feedback which entails the informal and formal and mechanism that permit the efforts

made towards strategic plan implementation process to be well monitored and benchmarked alongside the laid programmed objectives. The 4<sup>th</sup> group also includes the resulting which is the projected and unplanned results of the strategy implementation process. The major factors considered at this point do include if the formulated strategy is executed in accordance with the laid plan or not, whether the laid objectives are getting realized or not if the outcomes are acceptable or not and if the organization has learned something from the process of strategic implementation. Okumu's model (2012) is applicable to this study as it that it underpins the role of organizational leadership, human resources, firm's operational process and communication process in the context that relate to strategy implementation process.

### **2.3 Empirical Studies**

Several Studies have been conducted assessing the organizational variables influencing implementation of strategic plans by different scholars and Authors and various challenges have been uncovered. Mauborgne and Kim (2015) revealed various challenges that impede strategy implementation process: among which include failure to concisely follow the laid plan, weak communication within the organization, lack of ability to predict environmental changes. According to Andreas (2015), Norton and Kaplan (2014), Hunger and Wheelan (2014), Strickland and Thompson (2013) the organizational structure, organizational culture, poor leadership and failure to motivate employees are amongst the challenges encountered. A previous investigation conducted by Simba (2010) and Ombati (2012); also unrevealed more challenging issues for instance: financial inadequacy, lack of a buy-in, failure to adopt the technology, employee's resistance to change, and poor involvement of lower management groups in the implementation process.

Assessing some of the local studies conducted in Kenya focusing on organizational factors influencing implementation of the strategy on Kenyan organizations. Mogaka (2010) conducted a research analysis on factors impeding strategic plan of the implementation process in the Nairobi City Water and Sewerage Company. The study findings uncovered several challenges which included politically related influence, lack of employee development, lack of funds and firm's culture.

More (2012) investigated some of the issues influencing strategy implementation process at SCCSK (Savings and Credit cooperative societies in Kenya). In his research, the investigator identified various factors like; inadequacy of financial resources, lack of manpower, poor planning, and organizational leadership style, organizational policies, and structure. Similar research on challenges associated with process strategic plan implementation was conducted by done by Chege (2012) on issues affecting the execution process of planned goals in the NCCWSC. Chege uncovered several factors like; insufficient resources, leadership, structure, politics, culture, and ICT.

Machuki (2012) investigated the challenge facing strategic plan implementation process in Kenya local Authorities: the case of Kisii Municipal Council and revealed the following challenges inadequate employee reward system, employee development and training, organizational culture, administrative related issue, leadership style, resources unavailability, organizational policies practices and the procedures followed.

### **2.3.1 Leadership Styles**

Cannella and Hambrick (2014) state that clearly formulated strategies, a firm and efficient pool of human skills are extremely significant in aiding strategy implementation. Weak leadership is major obstacle impeding success in strategic plan implementation. According to Kieland & Hendry (2014), the CEO and executive management should give emphasis to

the several interfaces inside the organization. One of the major problems in ensuring successful implementation process by making sure that the staff buy-in and directs their capability and strength toward the implementation process. Consequently, the call for strong leadership stands tall above all the factors.

Larson (2010) addressed this subject from another perspective; they recommended that in the deficiency of efficient leadership, conflict priorities will possibly trigger in lack of coordination for the reason that the staff will believe that executive management prefers to keep away from potentially embarrassing and threatening circumstances. One more aspect of company's leadership involves advancement of the communication process that exists in an organization. Lehner (2013) argues that weak vertical communication process has the most destructive outcome on the organizational capability to execute or make improvements its strategic plan. In the same way; Okumu's (2013) investigated the association between an organization's communication process and the process of strategy implementation process. Okumu's revealed that chief executive officers focus mostly on branding exercise and organizational reputation and prioritized on internal communication processes.

Similarly; Kulchitsky and Larson (2010) investigated on just-in-time purchasing and made a conclusion that high commitment by the top-level management is important in the implementation process of strategic plans. In an investigation concerning Zambia's state-owned organizations, Kasper (2013) established that weak participation by leadership in strategic plan execution decreased the implementation success rate in the organizations studied. Analysts have moreover inspected the impact of various leveled administration in actualizing methodologies. Kasper (2012) consider concluded that it was as it were when

leaders' adequacy at diverse levels (progressions) was considered in the total that noteworthy execution advancement happened while executing procedures.

Taylor (2012) revealed that to have all laborers achieve the fundamental thoughtful of the organization's vision and objectives, give dedication and effectively get included in interpreting the key strategies into implementable actions with quantifiable comes about, the solid and definitive administration is required to propel this course. Taylor contended that vital organizational leaders oversee change implementation process to accomplish dramatic enhancements in institutions exercises. Such pioneers ensure proper communication inside and remotely with a transparent administration fashion, attempting to construct a modern culture in which ensures that all the staff feels part of the process.

Aosa (2012) investigated "An empirical investigation of aspects of strategic design and implementation with large private manufacturing firms in Kenya," Aosa in this study noted that administrative association possessed an insignificant effect on strategy execution amongst Kenyan organizations, however, more critical among foreign organizations. In spite of the fact that major plan usage is observed to be highly linked with great organizations management on its strategy, the organizational management could influence the accomplishment of predicted goals.

### **2.3.2 Resource Allocation**

Gerald (2011) maintains that designating financial capital to specific division and offices doesn't imply that procedures will directly be effectively actualized. This is based on reasons that various components commonly disallow successful asset allotment. This incorporate over-protection of assets, as well extraordinary accentuation on short-term money related criteria, firm's arrangements, dubious procedure targets hesitance to take risks, and need of adequate information. Also, set up companies may involve changes in the



trading background that may drive a huge portion of their asset base excess assets, which can be incapable to free adequate funds to contribute in the unused capital that are required and their capital will be as well high (Cannella, & Hambreck 2013).

Individuals must make change happen (Jay, 2015). Recruiting individuals for the major positions by having a solid administration group with the correct professionalism and blend of abilities is one of the factors necessary to begin with procedure execution steps (Jay, 2013). They stress that collecting able group is one of the foundations of the organization developing errand. Procedure execution should decide the type of center administration group they require to perform the technique and at that point discover the right individuals to fill each opening. Staffing issues can include unused individuals with abilities (Kasper, 2012).

Otley (2012) found out that people's judgment skills imagination, aptitudes, encounter, and commitment are vital towards successful execution. In any case, recruiting able individuals for main positions is a challenge to numerous companies. Sterling (2014) declares that among the impeters of statutory plan execution is the need of assets; assets are either insufficient or inaccessible when required. In the state of South Africa, insufficient or inadequately HR contribute essentially to a firm is a problem on effectively actualizing strategies and goals. Due to the abilities deficiency, it is not as it were troublesome to enlist the right ability but too to hold the right ability. Tall official turn directs as well numerous key supervisors leave some time recently a procedure is completely executed (Bayrami, & Zaribaf 2010).

An analysis of organizational learning process in donor agencies in Nairobi,” Amulyoto (2015) observed that the same had driven to some of the time wastage in asset utilization particularly in help organizations amid nourishment dissemination for long-term plans. They require recognizing deficiency of assets and the objective to create both the existing and anticipated unused assets is basic in compelling pioneers and directors to persuade the group towards compelling strategic plan execution.

Clearly, for effectual execution of strategic goals, workers necessitate being within specific work department for a considerable time, long sufficient for successful execution. Work protection, inspiration and strengthening obviously exertion work efforts towards holding employees for a considerable time span to take part completely in the execution of key plans. Only the institution with satisfactory assets is highly likely to have a higher maintenance of employees (Starvation, 2011).

### **2.3.3 Employee’s Involvement**

Okumu (2012) maintains that strategic plan organizers consider distinctive approaches like taking information as an axis in companies, necessary interaction amid the organizers and human asset supervisors, developing strong networks and culture of strategic goals and plans. In most of the successful companies, it is troublesome to recognize between vital arranging and human asset administration, these two coordinate as a group. At display time, the part of facilitators of the very important program is diminished or indeed expelled. The modern team's work is to offer assistance venture supervisors giving basic working staff (required human assets) at each position (Lehner, 2014).

Implementation of strategies successfully, supervisors ought to have fall interpersonal and human abilities (Mapetere & Mavhiki 2012). All exercises are done using the right procedure impact both supervisors and faculty. Each category of a company tries to reply

the question what they ought to do for executing company's techniques legitimately. Usage of procedures is moreover down to earth vital administration. The reason for executing procedures can be explained that supervisors and staff work together to perform defined vital arranging. In simple words, executing plans is quite a troublesome step in administration handle and requires a sort of personal control as well. Handling victory depends on spurring representatives, which is the craftsmanship of supervisors. It is inefficient work in the event that defined methodologies could never be actualized (Okumu, 2013).

According to Sterling (2013), directors ought to take note of gifted employees as the most critical assets and the bridge to an organization's development. Generally, based on encounters in a few huge companies, four measurements are considered.

Alexander (2016) recommends that there are numerous issues which over half of the enterprises knowledgeable as often as possible, such as the included representatives have deficiently capability to carry out their employment, lower level representatives are insufficiently prepared, and directors in departments to give the lacking administration and leadership. These three are the most visit methodology execution issues in connection with the human asset. Line-level representatives may utilize delay or anticipate endeavors toward changes that they discover especially debilitating or disagreeable.

## **2.4 Summary Chapter**

A few studies have examined the challenges of strategy execution and found out that once strategies have been created, they require immediate execution. Crafting and defining a procedure speaks to fair but the simple portion, actualizing it does posture huge challenges. Execution of strategy infers at times changing the way things are done and may inspire

sensitivities as unused changes brought almost by technique usage disturb the status quo. The lack of concern to procedure execution can be attributed to a few reasons, among them: the more prominent probability of disappointments in executing techniques, higher complexity in the handle of procedure execution, methodology execution is considered to be less exciting than detailing; and commonsense troubles in investigating including middle-level directors.

Strikingly, firms fall flat to execute almost seventy percent of their modern strategies. Recent studies are a bit less disturbing; it says forty percent of the value expected in the strategic plan is never realized. Prove keeps heaping of how obstructions to procedure implementation make it so challenging for organizations to accomplish maintained the victory. Bridging the crevice between strategy executions has since long been experienced as problematic. This study, therefore, looked for to decide the components influencing of the procedure used in Kangema Law Courts.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter presents the method that was adopted in the operationalization of the research and achievement of the study objectives. Therefore, in this part, the research outlines the techniques and procedures that the researcher used in the gathering data. Processing information and presenting data. Particularly the subsequent sub-sections were discussed; the study design followed, the targeted study population and sampling procedures used, instruments used in data gathering, information compilation procedures data analysis, ethics that were put into an account and finally the operational definition of the variables.

### **3.2 Research Design**

The study employed descriptive survey plan. According to Creswell (2012), a research plan is the collection of the conditions for collection and analysis of information in a way that aims to combines relevancy to the study purpose with the financial system in the process. According to Babbie (2010), descriptive study is used to obtain reliable info relating to the current status of the particular phenomena to explain what exists in regard to variables with the situation. The research settled for this design because if it's appropriateness since it highly contributed towards minimization of biases hence, maximize the reliability of the data.

### **3.3 Target Population**

According to Saunders, Lewis, and Thornhill, (2009) a population is the total collection of elements about which we wish to make inferences. The target population for this study comprised the 58 judicial officers and staff working at Kangema Law Court Murang'a County according to Judiciary HR Records 2015.

### **3.4 Data Collection**

Essential information was gotten utilizing self-administered surveys. The survey is made up of both open finished and closed finished questions. The open-ended questions were utilized to energize the participants to allow a thorough and felt reaction devoid of feelings that they were held behind in lighting up of any data and the closed finished questions permit respondent to reply from restricted choices that had been expressed. Concurring to Saunders, et al. (2009), the open finished or unstructured questions permitted significant reaction from the research participants while the closed or organized questions are by and large less demanding to assess.

Schindler and Cooper (2011) indicate that a pilot analysis is done to identify weaknesses in plan and research instrumentation and avail alternative data for an assortment of likelihood sample. Questionnaires were pre-tested to ensure they are manageable, relevant and effective. Kothari, (2004) suggests that 1% of the study population is adequate for pilot testing. This study will use 1% of the target population. Care was taken to guarantee that pilot ponder research participants are chosen exterior the primary consider test but inside the target populace with coordinating characteristics.

Legitimacy is the precision and seriousness of deductions, based on any inquiry. One of the primary reasons for conducting the pilot study is to discover the legitimacy of the survey. The study utilized both confront and substance legitimacy to discover the legitimacy of the surveys (Bryman, & Chime, 2011). Substance legitimacy draws an induction from test scores to a huge space of things comparative to those on the test. Substance legitimacy is concerned with sample-population representativeness.

According to Bryman, & Bell (2011) reliability refers to the consistency of measurement and is frequently assessed using the test-retest method. Reliability is expanded by including numerous comparative things on a degree, by testing an assorted test of people and by utilizing uniform testing strategies. The analyst I chose a pilot bunch of 15 people from the target populace to test the unwavering quality of the investigation. In arrange to test the unwavering quality of the disobedient, inside consistency procedures was connected utilizing Cronbach's Alpha. The alpha esteem ranges between and 1 with unwavering quality expanding with the increment in esteem. A coefficient of 0.7 is a commonly acknowledged run the show of thumb that demonstrates satisfactory unwavering quality (Mugenda, 2008). A Coefficient of 0.7 or above was considered adequate in this study. The pilot data results weren't incorporated in the actual study.

### **3.5 Data Analysis**

Data was presented using Statistical Package for Social Sciences (SPSS Version 22.0). Clear measurements such as frequencies, rates, Mean score and the standard deviation was utilized for all the quantitative factors and data displayed advise of tables and charts. Expressive insights were utilized since they empower the analyst to seriously depict dispersion of scores or estimations utilizing few files (Mugenda & Mugenda, 2003). Inferential data analysis was done using Pearson moment coefficient. Pearson moment correlation coefficient was employed establish the direction and strength of the relationship /linking the dependent variable (implementation of the the strategic plan) and the independent variables (leadership style, resource allocation, and employee involvement). According to Creswell, (2012) correlation technique is used to analyze the degree of association between two variables.

## **CHAPTER FOUR: DATA ANALYSIS, INTERPRETATIONS AND PRESENTATION**

### **4.1 Introduction**

This chapter presents the results gathered from the study field. The chapter starts by presenting the research participants background information, the results of this were analyzed based on specific objective. Inferential and descriptive and statistics were utilized information processing and presentation.

#### **4.1.1 Response Rate**

The study focused on 58 research participants from which 54 filled in and returned the surveys making a reaction rate of 93.1 percent. This reaction rate was palatable to make conclusions for the percent e ponder. Concurring with Mugenda and Mugenda (2003), if the response rate by research participants equals to 50 percent is satisfactory for examination and announcing; a rate of 60 percent is great and a reaction rate of 70 percent and more than is required. Benchmarking with the above declaration, the responses registered rate was reliable for this study.

#### **4.1.2 Reliability Analysis**

A piloting research was conducted to ascertain the unwavering quality of the surveys. The unwavering quality investigation was in this way done utilizing Cronbach's Alpha was calculated the contained with consistency by building up in the event that certain thing inside a scale measures the same development. Gliem and Gliem (2003) built up the Alpha esteem edge at 0.7, in this way shaping the study's benchmark. Cronbach Alpha was set up for each objective which shaped the scale.



**Table 4.1: Reliability Analysis**

Scale	Cronbach's Alpha	Number of Items
Leadership style	0.962	9
Resource allocation	0.892	6
Employee involvement	0.888	6

*Source: (Survey Data, 2017)*

The table shows that leadership style had the uppermost reliability ( of 0.962), seconded by resource allocation ( of 0.892) and finally employee involvement of 0.888). This illustrates that every study variable met the reliability threshold as their values were greater than the approved minimum threshold of 0.7.

## 4.2 Background Information

This section investigated respondent's background information. Specifically, the areas demographics assessed included the gender category, the period of service and highest educational qualifications.

### 4.2.1 Distribution of Research participants by Gender

Responders were requested to indicate their gender category; this was assessed in with a motive of ensuring equity in the engagement of female and male participants. Study results are presented in Table 4.2.

**Table 4.2: Distribution of Research participants by Gender**

Gender	Frequency	Percentage
Male	29	53.7
Female	25	46.3
Total	54	100

*Source: (Survey Data, 2017)*

Results obtained show that majority of the participants in this research (53.7%) were of male gender whereas 46.3 percent were females. This demonstrates the fair involvement of both genders in the study.

#### 4.2.2 Period of service at Kangema Law Courts

Employee's time of service is linked with the associated employee knowledge on organizational processes. The study outcomes are presented in Table 4.3.

**Table 4.3: Employee work period**

Period of service	Frequency(f)	Percentage(%)
> 3 years	3	5.6
4 to 7 years	6	11.1
7 to 10 years	26	48.1
More than 11 years	19	35.2
<b>Total</b>	<b>54</b>	<b>100</b>

*Source: (Survey Data, 2017)*

From the analysis the study revealed that majority of the research participants (48%) had worked for a period of seven to ten years, 35.2 percent of the research participants had served for more than eleven years, 11.1 percent of the research participants had worked for a period of four to seven years while 5.6 percent of the research participants had served for not more than three years. This infers that larger part of the research participant's had worked with the Kangema Law Courts for a significant period of time which suggests that they were in a position to allow sound data relating to procedure execution of handle.

#### 4.2.3 Level of Education

Research participants were requested to specify their highest academic qualification. The obtained outcome is presented in Table 4.4.

**Table 4.4: Level of Education**

<b>Education Level</b>	<b>Frequency(f)</b>	<b>Percentage(%)</b>
Diploma	17	31.5
Degree	23	42.6
Masters	12	22.2
Phd	2	3.7
<b>Total</b>	<b>54</b>	<b>100</b>

*Source: (Survey Data, 2017)*

Results obtained on education level shows that most of the research participants (42.6%) held degree level of education 31.5% had college diploma certificate, 22.2% of the research participants held a master's degree whereas 3.7% % of the research participants held PhDs. This implies that majority of the research participants were literate which implies that the information they provided could be relied upon in this study.

### **4.3 Leadership Styles**

This segment explores the impact of administration styles implementation of strategic plans at Kangema Law Courts.

#### **4.3.1 Leadership Style and Strategic Plan Implementation**

The investigation inquired if administration styles impacted execution of planned goals at Kangema Law Courts. Opinions obtained are presented in Table 4.5.

**Table 4.5: Leadership Style**

<b>Opinion</b>	<b>Frequency(f)</b>	<b>Percentage(%)</b>
Yes	48	88.9
No	6	11.1
Total	54	100

*Source: (Survey Data, 2017)*

From the analysis, a higher number of the research participants (88.9%) opined that leadership style influenced the implementation of the strategic plan at Kangema Law Courts while 11.1% was the opposite conclusion. This suggests that administration fashion affected the usage of vital arrange at Kangema Law Courts.

#### 4.3.2 Influence of Leadership Style on Strategy Plan Implementation

The investigation inquired the extent to which research participants agreed with the statements investigating the impact of leadership on the successful implementation of institutions long-term goals at Kangema Law Courts. Opinions obtained are presented in Table 4.6.

**Table 4.6: Leadership Style**

<b>Leadership aspects</b>	<b>Mean</b>	<b>Std Dev</b>
Administration acts as the implementer that makes all other components at Kangema Law Courts work together	4.25	0.36
Leadership at Kangema Law Courts help in designing and communicating new strategic directions	3.84	0.25
Leadership at Kangema Law Courts motivate employees to increase dedication to organizational goals	4.23	0.12
Top Leadership at Kangema Law Courts guide the lower managerial levels in arranging, organizing, staffing, coordinating, and controlling for the reason of fulfilling an objective	4.06	0.35
Successful administration styles encourage smooth execution of vital arrangement at Kangema Law Courts	3.85	0.45
Transactional leaders help organizations achieve current strategic objectives	3.93	0.47
Kangema Law Courts has visionary leaders who create enabling environment smooth implementation of strategic goal	4.19	0.19
Administration fashion leads to maintain a competitive advantage.	4.18	0.22
Team pioneers shape collective standards and facilitate collective action	3.96	0.36
<b>Aggregated Mean and Standard Deviation</b>	<b>4.05</b>	<b>0.31</b>

*Source: (Survey Data, 2017)*

From the investigation, research participants concurred that administration acts as the catalyst that makes all other components at Kangema Law Courts work together (Mean of 4.25, Std dev of 0.36), pioneers at Kangema Law Courts propel workers to increment devotion to organizational objectives (Mean of 4.23, Std dev of 0.25), Kangema Law Courts has visionary pioneers who make empowering situations smooth execution of key objective (Mean of 4.19, Std dev of 0.19), and that administration fashion leads to maintained competitive advantage (Mean of 4.18, Std dev of 0.22). The discoveries are in line with investigating discoveries by Hambrick & Cannella (2014) organizational administration has a positive impact on the fulfillment of expected results.

The study further revealed that appropriate authority fashion comprises of arranging, organizing, staffing, coordinating and controlling for the reason of fulfilling an objective (Mean of 4.06, Std dev of 0.35), group pioneers shape collective standards and arrange collective activity (Mean of 3.96, Std dev of 0.36), value-based pioneers offer assistance organizations accomplish current vital targets way better (Mean of 3.93, Std dev of 0.47), successful authority styles encourage smooth usage of key arrangements at Kangema Law Courts (Mean of 3.85, Std dev of 0.45) and that pioneers at Kangema Law Courts offer assistance in defining and communicating modern key directions (Mean of 3.84, Std dev of 0.25). The discoveries agree with the inquiries about a finding by Okumu's, (2013) authority is pivotal in utilizing the prepare components and too in controlling the inner setting to make a setting responsive to alter.

The study also noted that poor leadership is one of the main obstacles in successful strategy implementation at Kangema Law Courts. For successful implementation of strategic goal to occur, Kangema Law Courts should foster good coordination, strong leadership, and clear

communication in order to exploit and develop their resources and that Kangema Law Courts require leaders who are transformative, leaders who generate visions, strong missions, goal, and a shape the culture that contribute to the capability of employees teams in the institution to practice its principles, values and agenda.

#### **4.4 Resource Allocation**

This area examines the impact of asset assignment execution of key arrange at Kangema Law Courts. The inquest sought to decide whether asset assignment impacted execution of key arrange at Kangema Law Courts. From the investigation, big share of the research participants (92.6%) was of the conclusion that asset allotment impacted the use of vital arrange at Kangema Law Courts while 7.4% was of the opposite supposition. This infers that asset assignment affected the usage of key arrange at Kangema Law Courts.

The investigation inquired the extent to which research participants agreed with the statements investigating the impact of asset allotment on the successful implementation of institutions long-term goals Study Outcomes are displayed in Table 4.7.

**Table 4.7: Resource Allocation**

<b>Statement</b>	<b>Mean</b>	<b>Std deviation</b>
Need of satisfactory assets specifically stores, apparatus /gear, human capacity, abilities, and involvement hampers the execution of vital arrange at Kangema Law Courts.	4.16	0.36
Financial assets are the major deciding variables of procedure usage forms at Kangema Law Courts	3.97	0.21
Overprotection of assets forbid successful asset allocation	4.22	0.18
Resource allocation is a central management activity that allows for strategy execution	3.95	0.14
Strategic management enables resources to be allocated according to priorities established by annual objectives	3.88	0.86
Organizations must be able to coordinate information from interior and around the organization to create and convey unused products	4.33	0.96
Need of adequate information forbid compelling asset allotment	4.10	0.15
Organizational politics prohibit effective resource allocation	3.90	0.11
<b>Aggregated Mean and STD Deviation</b>	<b>4.06</b>	<b>0.37</b>

*Source: (Survey Data, 2017)*

From the analysis, research participants agreed that Kangema law courts must be in a position to coordinated information from the interior and within the institution to create and convey unused items (M of 4.33, std dev of 0.96), overprotection of assets forbid successful asset allocation(M of 4.22, std dev of 0.18), need of satisfactory assets specifically reserves, machinery/equipment, human capacity, abilities, and involvement hampers the execution of key arrangements at Kangema Law Courts (M of 4.16, Std dev of 0.36), need of adequate information disallow successful asset allotment (M of 4.10, Std dev of 0.15). The

discoveries support the findings of Otley (2013) that budgets ought to be created to apportion the required assets to cater for inside exercises basic to key success.

The study further revealed that financial assets are the major deciding components of methodology usage forms at Kangema Law Courts (Mean of 3.97, Std dev of 0.21) asset assignment is a central administration action that permits for procedure execution (Mean of 3.95, Std dev of 0.14) organizational legislative issues deny successful asset assignment (Mean of 3.90, Std dev of 0.11) key administration empowers assets to be apportioned agreeing to needs built up by yearly targets (Mean of 3.88, Std dev of 0.86). The discoveries agree with the resource-based view (RBV) of Wernerfelt (1984) that organization ought to give satisfactory assets require for fruitful execution of key policies. The research moreover uncovered that individuals are the key vital asset; hence, it is basic for organizations to viably utilize the know-how of their representatives at the right places. The over discoveries call for borrowing of administration strategies in Resource Based View Theory.

#### **4.5 Employee's Involvement**

This segment explores the impact of worker inclusion on effective usage of key arrange at Kangema Law Courts.

##### **4.5.1 Impact of worker association on Usage of Strategic Plan**

The investigation assesses whether employee inclusion affected usage of strategy execution Kangema Law Courts. Study outcomes are displayed in Table 4.8.



**Table 4.8: Employee Involvement**

<b>Opinion</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	45	83.3
No	9	16.7
Total	54	100

*Source: (Survey Data, 2017)*

From the analysis, the majority of the research participants (83.3%) opined that employee participation influenced the implementation of long-term goals Kangema Law Courts while 16.7% were of the dissimilar opinion. This demonstrates that staff engagement influenced the implementation long-term goals Kangema Law Courts.

#### **4.5.2 employee participation and Strategy Plan Implementation**

The investigation inquired the extent to which research participants agreed with the statements investigating the impact of staffs involve on the successful implementation of institutions long-term goals at Kangema Law Courts. Opinions obtained are presented in Table 4.9.

**Table 4.9: Employee Involvement**

<b>Statement</b>	<b>Mean</b>	<b>Std deviation</b>
Workers are closely included in dynamic usage strategy plan	1.69	0.76
Employees at Kangema Law Courts are involved in making of decisions and policy that relate to strategy plan	1.25	0.38
Kangema Law Courts enables representatives to be more independent, which incredibly moves forward resolve towards technique arrange usage	2.14	0.41
Kangema Law Courts develop advancement culture through representative inspiration and inclusion	1.45	0.19
Kangema Law Courts advances worker group cohesion, for legitimate working which procedure arrange usage	1.77	0.05
The organization mission and objective are branded in employee's minds.	1.98	0.17
<b>Aggregated Mean and STD Deviation</b>	<b>1.71</b>	<b>0.33</b>

*Source: (Survey Data, 2017)*

From the analysis, research participants disagreed that employees at Kangema Law Courts are included in making of choices and approach that relate to methodology arrange (Mean of 1.25, Std dev of 0.38), Kangema Law Courts develop advancement culture through worker inspiration and association (Mean of 1.45, Std dev of 0.19) and that representative are closely included in dynamic execution technique arrange (Mean of 1.68, Std dev of 0.76). These results support the findings by Beer (2015) that participative management style instills intellect and a sense of pride that motivates staff to amplify loyalty and possession with the organizational goals.

The study further revealed that Kangema Law Courts failed to advance worker group cohesion, for appropriate working which technique arrange execution (Mean of 1.77, Std dev of 0.05), the organization mission and objective are branded in workers minds (Mean

of 1.98, Std dev of 0.17) Kangema Law Courts enables workers to be more independent, which significantly makes strides assurance towards procedure arrange execution (Mean of 2.14, Std dev of 0.41).The results concur with the research results by Lehner, (2014) that Changes are implementable in an effective manner when staff input’s contributions are factored in the decision process.

The study also revealed that cooperation keeps representatives educated of up and in the future they become extra careful of possible changes. The institution can at that point put the station in a proactive position that is more responsive, as supervisors are in a position to rapidly recognize ranges of alarm and twist to workers for arrangements.

#### 4.6 Strategy implementation

Research participants were requested to rate the following aspects assessing the strategy quality of the current strategic plan. Results are presented in Table 4.10.

**Table 4.10: Strategy implementation**

<b>Aspects</b>	<b>Mean</b>	<b>Std deviation</b>
Degree of relevance to the set goals and objectives	4.25	0.36
Ability of the strategy to ensure realization of the set target within identified time frame	4.28	0.25
Ability of the strategy to tracked period after period	1.69	0.24
Level of strategy ownership by the staff and other stakeholders	1.20	0.21
Flexibility in implementation process	1.36	0.15
quality in the whole process(cost verses outcomes)	1.33	0.14
<b>Aggregated Mean and STD Deviation</b>	<b>2.35</b>	<b>0.23</b>

*Source: (Survey Data, 2017)*

From the analysis, research participants agreed that the strategic plan at Kangema Law Courts had to ensure the realization of the set target within the identified timeframe (Mean

of 4.28, Std dev of 0.25), the strategic plan at Kangema Law Courts had clear relevant goals and objectives (Mean of 4.25, Std dev of 0.36) however research participants disagreed that the strategic plan at Kangema Law Courts could be tracked period after period (Mean of 1.69, Std dev of 0.24) the strategic plan could not guarantee flexibility in implementation process (Mean of 1.76 Std dev of 0.15) The discoveries concurs with the inquire about discoveries by Okumus (2013) that adequacy of procedure usage is influenced by the quality of individuals included in the process.

Research participants also disagreed that strategic plan garaged quality in the whole process versus outcomes) (Mean of 1.33 Std dev. of 0.14) there was a low level of strategy ownership by the staff and other stakeholders (Mean of 2.00 Std dev of 0.24). The discoveries are in line with investigating discoveries by Larson (2010) that Procedure execution forms regularly Study outcomes in issues on the off chance that the assignments of obligations are vague.

#### **4.7 Inferential Statistics**

After the expressive examination, the think about conducted Pearson relationship examination to show a direct affiliation between the anticipated and illustrative factors or among the last mentioned. It, in this way, offer assistance in deciding the qualities of affiliation in demonstrate, that is, which variable best explained the relationship between independent study variables (leadership style, resource allocation, and employee involvement) and strategy implementation.

**Table 4.11: Relationship between LS, RA, EI and Strategy implementation**

		Strategy implementation	Leadership style	Resource allocation	Employee involvement
Strategy implementation	Pearson Correlation	1	.501**	.528**	.645**
	Sig. (2-tailed)		.000	.000	.000
	N	54	54	54	54
Leadership style	Pearson Correlation	.501**	1	.212**	.155**
	Sig. (2-tailed)	.000		.000	.002
	N	54	54	54	54
Resource allocation	Pearson Correlation	.528**	.030	.1**	.159**
	Sig. (2-tailed)	.000	.003	.002	.001
	N	54	54	54	54
Employee involvement	Pearson Correlation	.645**	.029	.097*	.1**
	Sig. (2-tailed)	.000	.004	.049	.003
	N	54	54	54	54

*Source: (Survey Data, 2017)*

The researcher conducted a Pearson moment relationship. From the finding in the table over, the consider found a positive relationship between solid organizational administration and strategy implementation as demonstrated by relationship calculate the value of 0.501, this positive connection was found to be statistically significant as the significant esteem was 0.000 which is < than 0.05. They consider too found a positive connection between asset allotment and technique usage as demonstrated by relationship coefficient value of 0.528; this as well was too found to be measurably noteworthy at 0.000 certainty levels, The research also found a positive relationship between worker inclusion and Strategic plan execution as demonstrated by relationship coefficient value of 0.645, this as well was too found to be factually critical at 0.0000 certainty level.

#### **4.8 Discussion of the Findings**

The study revealed that leadership style has a positive significant impact on strategy implementation process. Kangema Law Courts have visionary leaders who create the proper environments for smooth implementation of a strategic goal. Results also reveal that leaders at Kangema Law Courts motivate employees to increase dedication towards the organizational goals, leadership acts as the catalyst that makes all other elements at Kangema Law Courts work together. The findings are in line with research findings by Hambrick & Cannella (2014) organizational leadership has a positive influence on attainment of anticipated results.

The study also noted that poor leadership is one of the main obstacles in successful strategy implementation at Kangema Law Courts. For successful implementation of a strategic goal to occur, Kangema Law Courts should foster good coordination, strong leadership, and clear communication in order to exploit and develop their resources and that Kangema Law Courts require transformational leaders who generate visions, missions, goals and a culture that contributes to the ability of individuals, groups in an organization to practice its values and purpose.

In line with the second objective, the study established that resource allocation has a significant influence on the implementation of a strategic plan at Kangema Law Courts. Descriptive results show that lack of adequate resources hampers implementation of a strategic plan at Kangema Law Courts and that lack of sufficient knowledge prohibit effective resource allocation. The findings advance concur with Douglas Huber, et al (2008), who found out that solid positive relationship between asset assignment and victory in key arrange implementation.

The study also revealed that people are the key strategic resource; therefore, it is essential for organizations to effectively utilize the know-how of their employees at the right places. The above findings call for the borrowing of management tactics in Resource-Based View theory which literates that organization depends on resources for their survival; therefore, for any organization to achieve milestones outlined in strategic objectives, resources are indispensable.

The findings of this research revealed that Kangema Law Courts did not promote staff cohesion, for appropriate execution which strategy plan execution, the group mission, and goal were not well understood in employee's minds; Kangema Law Courts did not empower an employee to be more independent, which deeply improves confidence towards plan execution. The findings concur with the research findings by Lehner, (2014) that changes are actualized more successfully when workers have input and make commitments to choices. The inquest moreover uncovered that interest keeps representatives educated on up and coming occasions in order to exercise mindfulness of possible changes. The institution can be in a position of proactive mode that is receptive to changes, as supervisors are able to rapidly distinguish zones of alarm and maneuver the workers for arrangements.

Results shows that strategic plan at Kangema Law Courts had the ensure realization of the set target within the identified time frame the strategic plan at Kangema Law Courts had clear relevant goals and objectives, however, employees disagreed that the strategic plan at Kangema Law Courts could be tracked well period after period, the strategic plan could not guarantee flexibility in the implementation process. The findings concur with the research findings by Okumu's (2013), adequacy of strategy execution is influenced by the quality of individuals included in the process. Employees at Kangema Law Courts disagreed that the

current strategic plan guaranteed quality (process versus outcomes). There was a low level of strategy ownership by the staff and other stakeholders. The discoveries are in line with the discoveries of Larson (2010) in which he found out that procedure execution forms as often as possible Study outcomes in issues on the off chance that the assignments of duties are vague.



## **CHAPTER FIVE: SUMMARY OF FINDINGS CONCLUSION AND RECOMMENDATIONS**

### **5.1 Introduction**

From the analysis, data collected, conclusion and proposals were made. The fundamental point of this think about was to analyze the variables impacting the execution of key arrange at Kenyan law courts. They consider was guided by the taking after particular goals; to dissect the impact of authority styles on the execution of key arrange at Kangema Law Courts, to evaluate the degree to which asset assignment impact usage of vital arrange at Kangema Law Courts and to look at how of employee's inclusion influences usage of key arrange at Kangema Law Courts.

### **5.2 Summary of the Research Findings**

#### **5.2.1 Leadership Style and Implementation of Strategic Plan**

This aim of this study is to look at factors influencing the implementation of a strategic plan at Kangema Law Courts and the challenges thereof. Data was analyzed using Statistical Package for Social Sciences (SPSS Version 22.0) which is most recent version. The study undertook a census survey where 58 magistrates and paralegal staffs participated.

Results obtained show that leadership style has a positive significant impact on strategy implementation process. Results also reveal that leaders at Kangema Law Courts motivate employees to increase dedication towards the organizational goals, leadership acts as the catalyst that makes all other elements at Kangema Law Courts work together. The findings are in line with research findings by Hambrick & Cannella (2014) organizational leadership has a positive influence on attainment of anticipated results.

The study further revealed that top leaders at Kangema Law Courts guided the lower managerial levels for the purpose of accomplishing a goal that helps to shape the collective norms and coordinate collective action. The findings concur with the research finding by Okumu's (2013) leadership in an organization is vital in using the process factor and also in changing the internal context of the organization to create an environment that is receptive to change.

### **5.2.2 Resource Allocation**

Result obtained shows that lack of sufficient financial resources hampered strategy implementation processes at Kangema Law Courts. Resource allocation is a central management activity that allows for strategy execution, organizational politics prohibit effective resource allocation at Kangema Law Courts. Strategic management at Kangema Law Courts guided on resources that is according to priorities as per the annual objectives. The findings concur with the RBV of Wernerfelt (1983) that organization should provide adequate resources need for successful performance implementation of strategic policies. The study also revealed that individuals are the key vital asset; in this manner, it is basic for organizations to successfully utilize the know-how of their workers at the right places. The above findings call for the borrowing of management tactics in Resource-Based View theory which literates that organization depends on resources for their survival; therefore, for any organization to achieve milestones outlined in strategic objectives resources are indispensable.

### **5.2.3 Employee's Involvement**

The finding shows that employee involvement had a significant influence on the implementation of a strategic plan at Kangema Law Courts. Employees of Kangema Law Courts were not included in making of choices and arrangements that relate to procedure

arrange and that workers were not closely included in dynamic usage technique arrange. The findings are in line with research findings by Beer (2015) participative administration style instills pride and motivates workers to enhance loyalty and sense of possession with the organizational long-term goals. The findings further revealed that Kangema Law Courts did not promote worker group cohesion, for legitimate working which procedure arrange usage, the organization mission and goal were not branded in employee's minds; Kangema Law Courts did not empower an employee to be more independent, which incredibly moves forward resolve towards technique arrange execution. The findings concur with the research findings by Lehner, (2014) that changes are actualized more viable when workers have input and make commitments to choices.

#### **5.2.4 Strategy Implementation**

Results show that strategic plan at Kangema Law Courts had the ensure realization of the set target within the identified time frame the strategic plan at Kangema Law Courts had clear relevant goals and objectives, however, employees disagreed that the strategic plan at Kangema Law Courts could be tracked well period after period, the strategic plan could not guarantee flexibility in the implementation process. Employees at Kangema Law Courts disagreed that the current strategic plan guaranteed quality (process versus outcomes). There was a low level of strategy ownership by the staff and other stakeholders. These findings support research findings by Larson (2011) that Strategy implementation processes that regularly Study outcomes in issues in case the assignments of obligations are hazy.

### **5.3 Conclusion**

Based on study findings, the study concludes that strong organizational leadership has a positive effect on strategy implementation processes, however, lack of strong leadership at Kangema Law Courts inhibited successful implementation of strategic plan. Kangema Law Courts have visionary pioneers who make empowering situations smooth execution of key objective and that Leaders at Kangema Law Courts failed to demonstrate strong will in formulating and communicating new strategic directions.

Kenyan judiciary should provide adequate resources needed for successful implementation of strategic policies. The study concludes that lack of resources, poor leadership, vague organizational culture, lack of motivation and lack of clarity on organizational mission prohibited effective smooth implementation of strategic at Kangema Law Courts.

In conclusion, there is a need for the Judiciary to address the challenges it faces through the adoption of technology systems to track the implementation process and allocation of sufficient resources, especially in finance. The work environment at Kangema law courts must be embracing an innovative culture through employee motivation and involvement of all employees in order to achieve progressive implementation strategy plan. The Judiciary should ensure that sufficient allocation of resources; the leadership of Kangema Law Courts must be communicative and have open policies to its employees so as to get motivated in order to ensure a smooth strategy implementation process.

#### **5.4 Recommendations**

Based on the research findings, the study recommends that Kangema Law Courts should formulate a clear strategic plan that provides a clear direction in order to achieve a perfect strategy implementation process. The SWOT analyses to be used in order to determine the external opportunities and threats determines internal strengths and weaknesses and establishes long-term objectives to follow.

In order to guarantee success in the implementation of strategic plan, Kangema Law Courts must have strong top leadership. This will help to steer the implementation of proposes by providing the required enthusiasm even to the lower management levels.

Kenyan law courts should ensure sufficient allocation of human and financial resources as they were found to be key drivers towards successful implementation of strategic policies and plan. Kenyan Law courts should ensure that all the stakeholders are involved in the drafting and implementation of the strategic plan; this will help to minimize resistance in change implementation. Promote sharing of the set values and guarantee smooth implementation process.

#### **5.5 Suggestion Further Research**

Overall, the findings of the study demonstrate that independent study variables (leadership style, resources allocation, and employee involvement) influence strategy implementation within Kenyan law courts. future investigate ought to attempt to analyze the impact of information administration for future situating on strategy implementation in Kenyan judiciary, similar studies may also assess on the effect of coordination of managerial processes on implementation on strategy implementation in Kenyan judiciary.

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## Appendix I: Questionnaire

You are kindly requested to complete the attached questionnaire so as to enable me to accomplish the study. Please, note that all the information given shall be purely used for academic purposes and shall be treated as confidential. Thank you for taking your time to complete the questionnaire and for your cooperation.

### Section A: Bio Data

1. Indicate your Gender

Male ( )

Female ( )

2. For how long have you worked with Kangema Law Courts?

Less than 3 years ( )

4 to 7 years ( )

7 to 10 years ( )

More than 11 years ( )

3. Indicate your level of education

Diploma ( )

Degree ( )

Masters ( )

Ph.D. ( )

**Section B: Leadership styles**

4. Do leadership styles influence implementation of the strategic plan at Kangema Law Courts?

Yes (        )                      No (        )

If yes please explain

.....

...To what extent do the following factors of leadership styles influence implementation of the strategic plan at Kangema Law Courts? (1 of strongly disagree, 2 of disagree, 3 of moderate 4 of Agree 5 of strongly agree)

Statement	1	2	3	4	5
Leadership acts as the catalyst that makes all other elements at Kangema Law Courts work together.					
Leaders at Kangema Law Courts help in formulating and communicating new strategic directions.					
Leaders at Kangema Law Courts motivate employees to increase dedication to organizational goals.					

Top Leaders at Kangema Law Courts guide the lower managerial levels in planning, organizing, staffing, directing, and controlling for the purpose of accomplishing a goal.					
Effective leadership styles facilitate smooth implementation of strategic plan at Kangema Law Courts					
Transactional leaders help organizations achieve current strategic objectives better.					
Kangema Law Courts have Visionary leaders who create enabling environments smooth implementation of a strategic goal.					
Leadership style leads to sustained competitive advantage.					
Team leaders shape collective norms and coordinate collective action.					

1. How else do leadership styles influence implementation of the strategic plan at Kangema Law Courts?

.....

**Section C: Resource Allocation**

2. Does resource allocation influence implementation of strategic plan Kangema Law Courts?

Yes (        )                      No (        )

If yes please explain

.....

...To what extent do the following factors of resource allocation influence implementation of the strategic plan at Kangema Law Courts? (1 of strongly disagree, 2 of disagree, 3 of moderate 4 of Agree 5 of strongly agree)

Statement	1	2	3	4	5
Financial resources are the major determining factors of strategy implementation processes at Kangema Law Courts					
Resource allocation is a central management activity that allows for strategy execution					
Strategic management enables resources to be allocated according to priorities established by annual objectives					
Organizations must be able to integrate knowledge from inside and around the organization to develop					



and deliver new products					
Lack of sufficient knowledge prohibit effective resource allocation					
Organizational politics prohibit effective resource allocation					

3. How else do leadership styles influence implementation of the strategic plan at Kangema Law Courts?

.....

...

**Section D: Employee’s involvement**

4. Does employee’s involvement affect implementation of the strategic plan at Kangema Law Courts?

Yes (        )                      No (        )

If yes please explain

.....

14 To what extent do the following factors of employee’s involvement influence implementation of the strategic plan at Kangema Law Courts? (1 of strongly disagree, 2 of disagree, 3 of moderate 4 of Agree 5 of strongly agree)

<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Employees are closely involved in progressive implementation strategy plan.					
Employees at Kangema Law Courts are involved in making of decisions and policy that relate to strategic plan.					
Kangema Law Courts empower employees to be more autonomous, which greatly improves morale towards strategy plan implementation.					
Kangema Law Courts cultivate innovation culture through employee motivation and involvement					
Kangema Law Courts promote employee team cohesion, for proper functioning which strategy plan implementation.					
The organization mission and goal are branded in employee's minds.					

5. How else does employee's involvement influence implementation of the strategic plan at Kangema Law Courts?

.....

**Section E: Strategy implementation**

Assessing the strategy itself how would you rate following aspects?

<b>Aspects</b>	Very Low	Low	Moderate	High	Very High
Degree of relevance to the set goals and objectives					
Ability of the strategy to ensure Realisation of the set target within identified time frame					
Ability of the strategy to tracked period after period					
Level of strategy ownership by the staff and other stakeholders					
Flexibility in implementation process					
quality in the whole process(cost versus outcomes)					

**Thank you for your time**