EFFECT OF GOVERNMENT LEGISLATION ON UNIVERSITY OF NAIROBI STRATEGY IMPLEMENTATION

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DECLARATION

I declare that this research project is my original work and has not been submitted for examination for a degree in this or any other university.

Signed……………………………………………Date………………………………

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This research project has been submitted for examination with my approval as the university supervisor.

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DEDICATION

To the Almighty God, who has been my strength and divine inspiration in everything I do.

To my family members for their inspiration, strength, and unconditional support.

ACKNOWLEDGEMENT

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ABBREVIATIONS AND ACRONYMS

CHE: Commission for Higher Education

KNBS: Kenya National Bureau of Statistics

MBA: Master of Business Administration

MCS: Management Control System

UON: University of Nairobi

ABSTRACT

Changes taking place in the business environment have made it necessary for organizations to embrace strategic planning process in order improve organization performance and also meet stakeholders expectations. Strategy implementation is a critical and yet a very challenging part of strategic planning process which involves an organization leadership creating an enabling environment by empowering the employees to deliver on the objectives agreed upon during strategy formulation and review process. The purpose of the study was to determine the effect of government legislation on University of Nairobi strategy implementation. The study employed a cross sectional survey research design. A sample of 50 respondents was selected to represent the entire population through random sampling. Primary data was collected through use of questionnaires which were designed to capture the relevant information required by the researcher. The results of the study was established and compared to various theories anchoring the study as well as conceptual, contextual and empirical evidence. It was established that government legislation has a significant influence on all the indicators of strategy implementation as used in the study. The study found that the University has to comply with government regulations on admissions, registration and operation. The University has also to comply with policies of university standards and staff development as far as operations are concerned. The study has also made its unique contribution to policy formulation and managerial practice in Kenyan Universities. Future research could consider an in-depth study on challenges caused by government legislation in public universities in Kenya.

CHAPTER ONE

INTRODUCTION

1.1 Background of study

Strategic management is a collection of interdependent activities to the formation and execution of strategies so as to accomplish the objectives of an organization. Strategic management comprises of strategic intent, scanning the internal and external environment, creation of strategies, implementation of strategies and evaluation and control. Strategic management is the means by which a firm's long term goals can be achieved. Many organizations globally operate in an open system and depend on the business environment which makes strategic planning a critical component in strategic management of the organizations.

Porter (1985) illustrates that the formulation of comprehensive strategy has an association with organization to its environment. Strategic management allows the systematic change management hence desired future of the organization is facilitated through decisively organizing resources. According to Chandler (1962), policy success depends on structure in order to accomplish effective economic performance. Successful formulation of strategic plan however does not guarantee successful strategic plans implementation. The purpose of strategic management is to make companies to be competitive. Implementation of strategy is the most significant phase of the planning itself. Implementation involves identifying measures, allocating financial and human resources and placing leadership resources in place to oversee the development, sale, and distribution of products and services. Strategic management also involves communication practices both internal and

external along with tracking to guarantee that the objectives of an organization are achieved as defined in its strategic management plan. Many times strategic plans once completed, often are left to gather dust on the shelves. Either, no attention is paid to the plans or the plans are occasionally communicated only to outsiders only to improve the image of the organization. This is done to show that the firm is being managed well, to get a grant or to attract a donor who is not suspicious. Many organizations are willing to implement the plans when they are writing them but end up not implementing them.

The study will be based on open system theory, stakeholder theory and distinctive competence theory. McNamara (2006) illustrates that open systems usually exchange feedback from the inside and the outside the organization. Organizations selectively gather information about their environments and also about their own activities as a means of correcting deviations from its intended goals and activities. Organizations as open systems are portrayed as continually adapting to change in their environments. As they adapt and grow they tend to become more complexly structured and specialized (Burnes, 2000). In stakeholder theory, other parties are included when making decisions. Stakeholders include suppliers, governmental bodies, industry trade groups, communities, creditors, employees, political group, customers and labour unions (Freeman, 1984). Dynamic capabilities involve the organizational processes by which adaptation and growth within an environments that is changing is created through the utilization of resources (Eisenhardt and Martin, 2000).

National development requires an active formal higher education system. In the previous decades, the demand for university education in Kenya has improved and globalization has also generated a remarkable influence on higher education. The Government of Kenya is

obliged to deliver education for all the citizens, eradicate all forms of discrimination, and improve admission to education to alleviate poverty. These obligations have had an impact on the education system. These impacts include increased enrolment in basic education leading to increased enrolment in the institutions of higher education. The global forces brought by international agreement passed has led to an enormous number of graduates as a means of meeting the labour market demands to enhance Kenya's global competitiveness. The consequence of these development have impacted the quality of education as there is no system for tracking the return on investment on the graduates at completion.

The University of Nairobi (UoN) is the oldest and biggest university in Kenya. The university claims strengths in the areas of teaching, research, development, consultancy and professional excellence. Through various programmes, there are opportunities available to those who qualify for admission. Most people were not able to gain access into education in university because of controlled admission into regular programmes that was determined by inadequate distribution of resources by the government. Despite the growth in the number of students, there are many challenges faced by the university frustrating its capacity to produce more graduates. These challenges include insufficient capacity, a mismatch between skills attained and the demands of industry, gender imbalances, inflexible admissions criteria and limited chances for credit transfer.

University of Nairobi being a public institution, is subject to the Universities Act 2012. In order for the University to seize the emerging opportunities, a prudent and more businesslike approach in the management is required due to the contemporary environment. Therefore so as to accomplish the desired objectives, it is expected that the University will negotiate for greater autonomy and freedom of operation.

1.1.1 Concept of strategy implementation

Strategy implementation involves decisions on how the resources of an organization will be allocated and mobilized according to the objectives. According to Pearce and Robinson (2011) good structure provides managers with means of effectively utilizing resources and expertise and capabilities of employees with minimum costs while enhancing organization's capacity to attain improved efficiency, quality, innovation & customer response. Effective leadership is the key to effective management practices hence the subordinates should get involved in the decision making process.

Alexander (1985) suggests that organizational communication is also a critical factor in strategy implementation. If information is not effectively facilitated, flaws will crop up and make the process ineffective. Failure to provide adequate information towards top management also leads to ineffective decision being undertaken (Al Ghandi 1998). Organizational culture is also an important element in execution of strategy. Aaltonen and Ikavalko (2002) indicates that the main challenges with strategy execution are of cultural and behavioral aspects along with poor integration of activities and decreased feelings of ownership and commitment.

Mintzberg (1994) emphasized that organizations never actually implemented more than half of the strategies formulated. Despite the well-defined importance of strategies and the obvious challenges connected with its implementation, academics have neglected it. (Atkinson, 2006; Pellegrinelli & Bowman, 1994) suggest that about 70 per cent of the new strategies are not implemented by organizations. According to Mankins & Steele (2005), only 63% of companies' promised financial value are delivered by companies'

strategies. Kaplan and Norton (2005) believed that 95% of employees of an organization are uninformed and do not comprehend the strategies of their organizations.

Alexander (1985) indicates that lack of practical and relevant models to guide managerial effort to implementation stage leads to failure of strategies. With inadequate models, managers attempt to implement strategy without clear understanding of many issues that have to be tackled frequently to increase the chances of strategy implementation. In addition lack of skilled employees, poor leadership, inadequate training of employees and lack of proper management information systems to monitor the implementation process has an adverse impact.

1.1.2 Government legislation

Organizations do not operate in a vacuum. They have to respond to what happens outside hence the demand for tools and procedures for environmental assessment of an organization. The same drivers that make environment scanning very important, equally make it more complicated because of the increased information that has to be processed so as to get an accurate picture of the environment. Those who make decisions need to be supported by decision support systems because of the great volume of facts that has to be collected and processed. These systems will provide them with the tools to systematically make the most out of the information available (Aguilar, 1967).

There is a link between the organization and its environment therefore in strategy formulation process, it is important to initially carry out environmental analysis. Firms are not independent on the operating environment but have relationships with other dimensions specifically affecting it like customers, suppliers, regulators and labor market (Machuki &

Aosa, 2011). Ansoff (1987) explained that the rise in the changeability and complexity of the environment in which firms operate in has created increasing interest in the concept of strategy. Boyd and Fulk (1996) have shown that for businesses evolving in complex, unpredictable and disruptive environment, context analysis becomes even more essential. Responding early to change in the external environment is the main challenge for organizations. This also depends on how soon any change is identified. Organizations face unstable and rapid changing environments that affects work, organizational designs, resource allocation, systems and procedures during strategy implementation thus leading to differences in performance (Messah & Kariuki, 2011).

Government legislation being an outside factors that may affect an organization, makes up the external environment. According to Ulgen and Mirze (2004), organization's legal environment comprise of the political environment in terms of range. These consist of the power balances, regimes of the state and government, government's relationship with the opposition party, elections outcomes, and political steadiness. Additionally, political image, the rights searching methods, the tendency of different government bodies to hinder business life, and the tendency to privatization or nationalization also affects the development of professional unions and firms. These factors that appear in a political environment guarantee organization's performance through the legitimate executions as laws, regulations, legal decisions and judicial sentiments

Suchman (1995) illustrates that in legal environment, there are stable and dynamic structures. In a legal environment with stable structure, firms are regulated with laws. Organizations have the privilege to operate within the boundaries of the law. A control effect is created in essence by the limiting aspect of law that is sensitive to the firms.

Abrupt modifications and executions on the current direction of firms are not created by stable structures because these structures are not active. Organizations are players in a playground of the legal system (Edelman & Suchman, 1997). Organizations do not notice some legal reactions in the stable structure. They are knowledgeable of their existence and it is a control mechanism on their activities.

The law is quite more active in a legal environment with dynamic structures. These comprise of laws against discrimination, antitrust laws, laws in health and safety and related types of legislations (Edelman & Suchman, 1997). For a direct change in organizational behavior, the legal system takes initiative. Organizations develop various strategies against the political forces which are created by laws of political thoughts (Oliver, 1991). Hence this leads to competition for power between the government and professional associations and their managers. The most important influencers of the steadiness and modification in organizational discipline are the state and politicians (Fligstein, 1991).

1.1.3 Public universities in Kenya

Public universities are established through the institutional Acts of Parliament under the Universities Act, 2012. The act provides for the advancement of education in university, the creation, accreditation and governance of universities. In 1963, learning in university began in Kenya with only 571 university pupils registered in Nairobi University College (Weidman, 1995). From then till now, there has been a substantial growth in the system and as of 2009, the number of traditional public universities was seven. According to the

8-4-4-system, learning in university takes a period of four years to complete, whereas there is an additional year or two for schools such as medicine and law.

Commission for higher education accredits public universities in Kenya. The commission has a duty of ensuring compliance with guidelines for registering and operation of Universities in Kenya. Both recurrent and non-recurrent monetary necessities of university education and research are planned and provided by the Commission for higher education. The Commission for higher education advises the minister on the establishment of public universities and the distribution of grants of money for appropriation by parliament. Additionally, the commission coordinates the long term planning, development of staff, scholarship and physical development of education in university. The Commission for higher education also co-operates with the government in planned development of education in university, examines and approves courses of study proposals and course regulations of private universities.

The University Act 2012 provides for the establishment of new universities, accreditation, registration, institutional standards and institutional rights and obligations. The university act also provides for imposition and payment of fees, offences and penalties and appeals.

1.1.4 University of Nairobi

The University of Nairobi is a collegiate research university established under the Universities Act 2012 of the Laws of Kenya and the University of Nairobi Charter. The University is established in accordance with the University of Nairobi Act 1985. The University of Nairobi began in 1956 through the Royal Technical College establishment.

In April 1956, the first group of A-level graduates for technical courses were admitted in the Royal Technical College. On 25th June, 1961 the Royal Technical College was transformed into the second University College in East Africa under the name Royal College Nairobi. Royal College Nairobi started to get ready students in the faculties of Arts, Science and Engineering for award degrees of the University of London after it was admitted into a special relation with the University of London. In 2011, there were 61912 students of which 49488 were undergraduate students and 12424 were post graduate students at the UoN. The university offers close to 900 degree programmes to over 80,000 students. The university has around 2000 academic staff, and 5,500 staff employed in technical and administrative positions.

The governance structure of the university includes the council, the senate and university management board with the chancellor as the heads the university. The act provides for the degrees, diplomas and other certificates to be awarded by the chancellor in the name of the university. The academic and administrative head of the University is the vice chancellor. The deputy vice chancellors, registrars, finance officer and other senior staff members support the vice chancellor in the performance of university functions.

There are six colleges in all the seven separate campuses. They are the college of humanities and social sciences, agriculture and veterinary sciences, education and external studies, architecture and engineering, and health sciences. The university is dependent on several stakeholders in the delivery of the mandates of teaching research and professional development. These are both domestic and international. The domestic include staff, students, parents and guardians, suppliers, government agencies, researchers and sponsors of various university activities. The international include international partners like

National Health Institutes, European Union, United States Agency for international development, peer institutions and universities abroad, research institutes and related foundations, donors and funding agencies abroad. Both potential and current international students are also key stakeholders in the University.

1.2 Research Problem

Strategy implementation is a vital component of the strategic management process yet it has not received as much research attention as the case of strategy formulation (Shah, 1996). Organizations are environment dependent and environment serving hence they have to respond positively to deviations in the external environment. These strategic response include acting proactively or adapting to the environment while at the same time ensures sustainability of services rendered. For appropriate measures to be applied a clear understanding of these issues was warranted.

Education is primarily a government responsibility in Kenya. The CHE is expected to take part in planning, development, budgeting of universities and quality management of education in university, according to its statutory power. The government's five year plan is mostly plans for changes in politics and inflation to accommodate the impulses of the leading government, hence these plans keep changing from time to time. These changes evoke a more strategic approach in response. Hence there was need to document the effect of government legislation on strategy implementation.

Fatma (2006) in her study on a systems approach to program evaluation model for quality in higher education, found that the three concepts, quality systems, program evaluation and systems approach in higher education are consistent and compatible with one another. This

consistency and compatibility are with regard to the objectives and organizational structure of the institutions of higher education. Ofori and Atiogbe (2011) studied implementation of strategy at the University of Ghana. The study found that in public universities, strategy development is formal and linear suggesting that making of decisions is mostly done by the upper and middle level managers while lower level managers and other stakeholders are rarely involved.

Musyoka (2011) study on challenges of implementation of strategy in Jomo Kenyatta foundation found, the macro-environment changes, changes in the industry forces and changes in operating environment to be the external sources of challenges in strategy implementation. Omboi and Muchai (2015) carried out a study on an analysis of factors that influence the implementation of strategic management plans in tertiary institutes. The study found that managerial behavior, resource allocation and institutional policies influence implementation of strategic plans. Kinyanjui and Juma (2014) undertook a study on the effect of implementation of strategic plans on the performance of Kenya's public universities. The findings revealed that financial resources and policies in public universities affect performance.

Sifuna (2010) sought to investigate issues in public university governance that contributed to the rapid expansion of university education and its impact on the quality of education. The study established that in 1980s, education in university expanded unbelievably in reaction to the unsatisfied demand for university education. University education expanded despite the socio-economic and political pressures after independence in Kenya in 1963. Lewa, Mutuku and Mutuku (2009) took a study on strategic planning in Kenya's higher education sector. The study found that Kenya's public universities must discover new

methods of dealing with the issues facing them along with the growing competition from other universities.

These studies did not focus on the effect of government legislation on the strategy implementation at the University of Nairobi. The study tried to address the gaps demonstrated along conceptual and contextual fronts hence the research question what is the effect of government legislation on the strategy implementation at the University of Nairobi?

1.3 Research objective

To determine the effect of government legislation on University of Nairobi strategy implementation.

1.4 Value of the Study

The researchers and also academicians in the area of strategic management and environment in Kenya's public universities will be able to use this study as a source of reference in forming their future research topics and studies. The findings will also be important to the academic community who will have additional information which can guide training, policy and recommendation for further research. This study will fill in knowledge gap that will give students, faculty and the general academic fraternity additional knowledge in the field of strategic management.

The UoN will obtain an insight on the effects of various government legislations hence it will be able to deal with the challenges in the strategic plan. This research study will have results that will be of importance other public universities, the governments which directs

policies and regulations in the sector, and the academic community at large. The universities will have an insight on how government legislation affects strategy implementation.

The findings will be of importance to policy makers who will obtain knowledge of the public university dynamics and the appropriate responses. Hence they will obtain guidance from this study in addressing policy gaps in the sector of higher education.

CHAPTER TWO

LITERATURE REVIEW

2.1 Theoretical Framework

This section presents literature review of various studies that were relevant to govern government legislation and strategy implementation.

2.2 Theoretical Foundation

The study was based on open system theory, stakeholder theory and dynamic capabilities theory.

2.2.1 Open system theory

According to open systems theory, firms are strongly affected by their environment. Economic forces, political forces and social forces in the environment are also applied in other firms (Bastedo, 2004). According to McNamara (2006) an open system feedback is regularly exchanged with the external environment. Open systems examine response, modify internal systems as necessary, to accomplish the system's objectives, then afterwards send important information back out to the environment. Organizations selectively gather information about their environments and also about their own activities as a means of correcting deviations from its intended goals and activities. Organizations as open systems are portrayed as continually adapting to change their environments. As they adapt and grow they tend to become more complexly structured and specialized.

Katz and Kahn (1966) characterized open systems by negative entropy, which involves replacement of spent resources by acquiring more resources. By carefully monitoring the environment, a state of equilibrium is achieved in the systems through dynamic homeostasis. Additionally, these systems are also represented by the principle of equifinality. Different circumstances lead to different methods of organizing. Open systems theory emphasizes that the environment plays an important part in determining organizational structure and performance.

2.2.2 Stakeholder theory

According to Freeman (1984) the core idea of this concept is that companies will survive longer and achieve more, if they excellently manage their stakeholder relationships. Freeman suggests that stakeholder competencies is achieved by monitoring stakeholder interests, effectively dealing with stakeholders and their concerns by developing strategies, dividing and classifying interests into workable segments and making certain that stakeholders' needs are addressed by organizational functions . According to Mallin (2010), organizational performance measured on how well the organization has served the stakeholders of the firm.

Managers are agents who must manage the organizations for the gain of its stakeholders hence management policies should effectively address the interests of diverse stakeholders. Stakeholder theory has caused an evolution of performance measurement from the conventional measures of economic prosperity which are return on assets and growth in sales to include non-financial and less tangible measures such environmental integrity and social equity (Hubbard, 2009; Kaplan & Norton, 1992).

2.2.3 Dynamic capabilities theory

According to Helfat, Finkelstein, Mitchell, Peteraf, Singh, Teece, and Winter (2007), dynamic capabilities refers to organizations' ability to decisively generate, expand, or adjust their resource base. An assumption that is basic to the framework of dynamic capabilities is that short-term competitive positions that may be used to establish longer-term competitive advantage, should be modified by core competencies. Teece, Pisano, and Shuen (1997) states that skills in a firm, resources of an organization, and functional competences are part of the operation of dynamic capabilities. According to Eisenhardt and Martin (2000) the resource base of firms which comprise of its human, organizational and physical assets are altered by dynamic capabilities. According to Zollo and Winter (2002), dynamic competencies act on ordinary competences.

The capacity to remodel the asset structure of an organization and attain the essential internal and external transformation, is important in markets that are changing fast (Amit & Schoemaker, 1993). The capacity to carry do environmental scanning, do markets evaluation, and quickly attain reconfiguration and change ahead of the competition affects the capacity to change. Additionally, regular disruptive change does not marked all fast-paced environments. Some of these environments are represented better in terms of continuous incremental change. Dynamic capabilities may be critically significant for coping with continuous incremental changing environment. Additionally, dynamic capabilities are likely to endorse ongoing modification so that disruptive change turn to be unimportant (O'Reilly & Tushman, 2007).

2.3 Government legislation and Strategy implementation

Whielan and Hunger (2012) explains that strategy implementation is the process by which strategies are put into action through the development of programs budgets and procedures. It requires a firm to establish objectives, diverse policies, motivate employees and allocate resources so that formulations can be enhanced. Businesses are able to compete against each other within the rules and frameworks that are created by the government. These rules and frameworks keep on changing every time forcing businesses to modify the way they function. Laws are regularly changed in line with political policies by the government of the day. Hence, organizations have to continually respond to changes in the legal framework. Research has demonstrated the importance of matching the environment and the organization to achieve organizational effectiveness. The strategic management process consists of four steps which begins with environmental scanning, formulation of strategy, implementation and strategy, evaluation and control. According to Stonich (1982), strategy formulation is an integral part of strategy implementation and for effectively implementing strategies, a constant effort is required to match and fit together the basic organizational elements. Organizations are required to review strategy implementation annually and revise the strategies as appropriate. According to Thompson (2001) a winning strategy must fit the enterprise's external and internal situation, building sustainable competitive advantage and improving the company's performance. Power coercive method is mostly used by the government in order to transform the education sector and compel managers and staff to execute the changes undoubtedly. According to Havelock and Hubberman (1993), education planning and reforms are changed by the government especially the political elites to meet the political goals. The government does not plan for change and

include other participants for instance parents, education managers and students and training staff in planning. Hrebiniak (2013) made it clear that this whole process of implementing strategies takes place within an organizational or environmental context. The four contextual elements include the context of change management, the organization culture, the power structure of the firm and the context of leadership. The biggest problem to successful strategy execution is the incapacity to manage change. For the prosperous execution of the well-formulated strategy, the identification of the strong and weak levers are necessary. This will provide firms with an evaluative chance to decide which levers are working well, which levers need to be moderated due to inherent weakness, and which levers need to be enhanced given marketplace conditions (Crittenden & Crittenden, 2008).

Burnes (2000) argues that strategy implementation can be sound implementation or flawed implementation. The firm has a pretty good chance of success at overcoming the environmental and competitive impacts, when strategy is sound and the implementation sound. Crittenden and Crittenden (2008) indicates that the kind of implementation challenges most companies face fall into two groups which include the company's internal problems and complications created by external forces in its industry. These internal and external concerns are affected by the magnitude and flexibility that firms have in launching strategic initiatives effectively. He concluded that execution of a wrong strategy is one of the key problems leading to unsuccessful strategy implementation. According to Kobia and Mohamed (2006), poor performance has been blamed on delays in the resources available, interference by politics and economic changes. Resistance to education developments which might have generated very inspiring outcomes are as a result of the government monopoly to change education for political advantage. It is anticipated that strategy

creation is difficult while implementing it all the way through the organization is even more difficult. No business strategy can prosper without the actual implementation. Unfortunately, most managers know far more about developing strategy than they do about implementing it (Whielan & Hunger, 2012)

2.4 Empirical studies

Jabnoun (2015) studied on the influence of wealth, transparency, and democracy on the number of top ranked universities. He found that top universities are found in richer more democratic and more transparent countries. Langfield-Smith (1997), studied management control systems and strategy. He found knowledge to be limited on the association between Management Control System and strategy, giving a reasonable scope for further research. Omutoko (2009) took a study on re-thinking the management of transformational leadership in higher education institutions. The findings of the research were that there is a predicament currently in institutions of higher education and all over the world. There's also no sustainability of the current situation. The situation is as a result of by low quality which is caused quick enrolment, expansion under scarce resources, and unsuitable utilization of public resources in higher education, increase in university dropouts, replication of programs and inequity.

Manyasi (2009) conducted a study on crisis management as a challenge in Kenya's institutions of higher learning. He found that the institution's management is not proactive in dealing with management of crises. There is lack knowledge among managers on strategic actions, for instance integrating management of crises within the process of

strategic planning, statements of corporate excellence, including outsiders on the board and creating management of crises teams.

Kipchumba, (2008) researched on tendencies and the future of Kenya's university education. He observed that in 2008, the UoN admitted a few learners into a new programme which permitted parallel coaching of courses to be available in its mainstream classes. Kipchumba indicates that higher education was became accessible to a lot of Kenyans with the programme, which also contributed enormously towards public universities' financial stability. Munyao (2009), took a research on module II programs and quality of higher learning. She observed that in public universities, degree courses that are market driven have created a disagreement between academic and market values.

2.5 Chapter Summary

This chapter presented a discussion on the theoretical and empirical literature underpinning the study. The theories that underpin this study are the open system theory, dynamic capabilities theory and stakeholder theory. Government legislation has been discussed as an effect of strategy implementation. A number of empirical studies and a summary of their findings have also been discussed at both local and foreign contexts. From this undertaking, various research gaps have been identified, constituting part of the justification for this study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section presents the research design, technique of data collection as well as techniques that were applied to generate, measure and analyze the data and the target group. This is against the background of research objective of determining the effect of government legislation on strategy implementation in UoN.

3.2 Research Design

The research design that was used is a descriptive cross-sectional survey. This research design was used since the study was envisioned at collecting data from respondents on their attitudes and views in connection to the effect government legislation on strategy implementation. Cooper and Schindler (2006), defines a survey as a measurement method used to collect data during a highly structured interview, sometimes with a human interviewer and other times without.

3.3 Population of the Study

The unit of the study was the University of Nairobi. The study targeted members of the University's management staff which consists of 100 members. This is because they are in a preferable position to provide information on the strategic plan implementation in the organizations. Kothari (2006) defines a population as a discrete set of objects that possess comparable characteristics that can either be measured or observed.

3.4 Sample design

According to Kothari (2004), the researcher must select or prepare a sample design which should be reliable and appropriate for his study. The researcher used the purposive sampling design to target 50% of the management staff. There are 100 management staff members at the University of Nairobi. The researcher targeted 50% of the population hence the sample size was be 50 respondents. The respondents were selected through simple random sampling.

.3.4 Data Collection

Data collection entails gathering and selecting information systematically to enhance accuracy and validity. The study utilized primary data gathered for the purposes of addressing the research objective. Primary data was collected using structured and semi-structured questionnaire. These was carried out with the University's management staff on how they perceive the effect of government legislation on university strategy implementation.

In order to obtain a structured analysis, the instrument was designed incorporating a rating scale. The responses to be received were assigned specific rates within the scale to clearly bring out the opinion expressed by the respondent on the subject of study and an overall comparison to achieve a final result on consolidation.

3.5 Data Analysis

Because of the descriptive nature of the data that was collected, the researcher used descriptive statistics to analyze the data. Data analysis is the whole process that start right

away after data has been collected and ends at the point of data interpretation and processing. It is the process of extracting, gathering and modeling raw data with an objective of attaining useful information that can be used to formulate conclusion by forecasting the result of the study (Kothari, 2004). It comprised of the median, mean and mode.

CHAPTER FOUR

DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction

This chapter covers a discussion of data analysis which was done in line with the objective of the study, to determine the effect of government legislation on University of Nairobi strategy implementation. Data was analyzed using descriptive statistics that included the mean and standard deviation.

4.2 Response rate

A total of 50 management staff of the University of Nairobi were selected using simple random sampling. 32 out of 50 filled and returned the questionnaires making a response rate of 64%. Such high response rate if usually attributed to much preparedness of the interviewer and the respondents. It also signifies a high level of cooperation between the researcher and the respondent. A response rate of 50 percent is adequate for analysis and reporting, a rate of 60 percent is good and a response rate of 70 percent and over is excellent (Mugenda & Mugenda, 1999). Based on the statement, the response rate was considered to be good. The response rates are summarized in Table 4.1

Table 4.1: Response rate

Questionnaire	Frequency	Percentage
Filled and returned	32	64
Unreturned	18	36
Total	50	100

Source: Primary Data

4.3 Organization profile

4.3.1 Number of years worked at the University of Nairobi

The researcher sought to find out the number of years worked in the university. According to the findings 38% had worked in the university for 5 to 10 years, 56% worked had worked for more than 10 years and 6% had worked for up to 5 years. This perceptively contributed to the congruence in answering questions related to the research area. The findings are summarized in Table 4.2

Table 4.2: Number of years worked at the University of Nairobi

No. of years worked	Frequency	Percentage
Up to 5 years	2	6
5 - 10 years	12	38
More than 10 years	18	56
Total	32	100

Source: Primary Data

4.3.2 Number of years worked in the current designation

The study sought to determine the period of time the respondent had served their current positions. The findings are summarized in Table 4.3

Table 4.3: Number of years worked in the current designation

No. of years worked in the current designation	Frequency	Percentage
Up to 5 years	9	28
5 - 10 years	22	69

10-15 years	1	3
15-20 years	0	0
More than 20 years	0	0
Total	32	100

Source: Primary Data

According to the findings, majority of the respondents as shown by 28% had been working in the organizations for up to 5 years, 69% had worked for a period of 5 to 10 years, while 3% had served for a period of 10 to 15 years. Not a single respondent had served for more than 15 years. These findings show that the respondents had been in their current positions in top management for a reasonable long period of time and thus would give credible information related to this study.

4.4 Government legislation and strategy implementation

4.4.1 Compliance with government policies

The sought to establish whether the University complies with government policies. All the respondents showed that the University complies with government policies. The findings are summarized in Table 4.4

Table 4.4: Compliance with government policies

Category	Frequency	Percentage
Yes	32	100
No	0	0
Total	32	100

Source: Primary Data

4.4.2 Government regime and strategy implementation practices

The study sought to establish the effect of government regime on strategy execution practices. Likert type questions with statements were to be rated on a scale of 1 -5 by respondents to state their extent of agreement on how they perceive the effects of government regime. Analysis was done through mean scores with the findings as indicated in Table 4.5. The rating scale that was used was 1-5 where, 5 represented very large extent, 4 represented large extent, 3 represented moderate extent, 2 represented small extent and 1 represented not at all.

Table 4.5: Government regime and strategy implementation practices

Category	Mean Score	Std. Deviation
Effective leadership practices	3.26	.587
Communication process	1.98	.820
Change management practices	3.56	.723
Availability of resources	4.25	1.082
Organizational culture	3.21	.656

Source: Primary Data

Results indicate that majority of respondents agree that government regime affects availability of resources with a mean of 4.25, followed by change management practices with 3.56, effective leadership practices as shown by mean of 3.26, communication process had a mean of 1.98, and organization culture 3.21.

4.4.3 Political stability

The study aimed at establishing the extent to which political stability affect various aspects that define strategy implementation. The study sought to determine the respondent's opinion on whether political stability influences strategy implementation. Responses were captured in a five point Likert scale where, 5 represented very large extent, 4 represented large extent. 3 represented moderate extent. 2 represented small extent and 1 represented not at all. The common level of approval was determined by calculating the means and standard deviation for the various statements as per the responses. The results were as presented in Table 4.6

Table 4.6: Political stability

Category	Mean Score	Std. Deviation
Financial and non-financial resources	4.34	.101
Organizational capability and competency	3.58	.934
Managerial leadership	4.21	.113
Competitiveness and Image of the University	3.94	1.265

Source: Primary Data

Majority of the respondents agreed that financial and non-financial resources were affected by political stability as shown by a mean of 4.34. Organizational capability and competency were affected by political stability as shown by a mean of 3.58. Managerial leadership was affected by political stability as shown by a mean of 4.41. Political stability also affected competitiveness and image of the University as shown by a mean of 3.94

4.4.4 Regulations on admission, registration and operations.

The study sought to investigate the extent to which regulation on admission, registration and operation affects strategy implementation. Responses were captured in a five point Likert scale where, 5 represented very large extent, 4 represented large extent. 3 represented moderate extent. 2 represented small extent and 1 represented not at all. The common level of approval was determined by calculating the means and standard deviation for the various statements as per the responses. The results were as presented in Table 4.7

Table 4.7: Regulation on admission, registration and operation.

Category	Mean Score	Std. Deviation
Research, Consultancy, Innovation and Technology	3.97	.104
Structure	2.54	.972
Quality management practices	4.32	.746
External communication	3.89	.832
Image of the university	4.51	1.012

Source: Primary Data

The findings revealed that regulation on admission, registration and operation affected the image of the University to large extent shown by a mean of 4.51 followed by quality management practices which had a mean of 4.32. Research, consultancy, innovation and technology had a mean of 3.97, external communication had a mean score of 3.89 and structure had a mean score of 2.54. The results clearly indicate that quality management practices and the image of the University are influenced by regulation on admission, registration and operation

4.4.5 Change in the ruling political party.

The study aimed at establishing the effect of change in the ruling political party on various aspects of strategy implementation. Responses were captured in a five point Likert scale where, 5 represented very large extent, 4 represented large extent. 3 represented moderate extent. 2 represented small extent and 1 represented not at all. The common level of approval was determined by calculating the means and standard deviation for the various statements as per the responses. The results were as presented in Table 4.8

Table 4. 8: Change in the ruling political party.

Category	Mean Score	Std. Deviation
The redesigning and remodeling of organization systems	2.93	.947
The corporation is mission/vision driven	2.72	.624
Governance and management structure	4.19	1.015

Resources, facilities and infrastructure	3.08	.859
Operational and management policies	3.15	.758

Source: Primary Data

From the findings, majority of the respondents agreed that change in the ruling political party strongly influenced governance and management structure as shown by a mean of 4.19. Operational and management policies had a mean of 3.15, resources, facilities and infrastructure had a mean of 3.08 and the corporation is mission/vision driven had a mean of 2.72.

4.4.6 Policies of university standards

The researcher sought to investigate whether policies of University standards affect strategy implementation. Responses were captured in a five point Likert scale where, 5 represented very large extent, 4 represented large extent. 3 represented moderate extent. 2 represented small extent and 1 represented not at all. The common level of approval was determined by calculating the means and standard deviation for the various statements as per the responses. The results were as presented in Table 4.9

Table 4.9: Policies of university standards

Category	Mean Score	Std. Deviation
Research, Consultancy, Innovation and Technology	3.85	1.0182
Teaching and Learning	3.79	.122

Effective planning and strategy development	3.75	.943
Governance policies	4.12	.107
Staff	4.01	.73
Image of the university	4.12	.122
Physical resources	3.55	.750

Source: Primary Data

The responses were quite consistent because policies guide decisions. Governance policies had a mean of 4.12, image of the university is 4.12, staff 4.01, research, consultancy, innovation and technology had a mean of 3.85, teaching and learning 3.79, effective planning and strategy development 3.75 and physical resources 3.55.

4.4.7 Policies on staff development

Responses were captured in a five point Likert scale where, 5 represented very large extent, 4 represented large extent. 3 represented moderate extent. 2 represented small extent and 1 represented not at all. The common level of approval was determined by calculating the means and standard deviation for the various statements as per the responses. The results were as presented in Table 4.10

Table 4.10: Policies on staff development

Statement	Mean Score	Std. Deviation
The organization structure	3.51	.804
Staff recruitment and deployment	4.06	.116
The leadership style	2.93	.817

Individuals are given room to experiment new ways of strategy execution	2.16	.931
Employee compensation	3.57	.587
Staff motivation scheme	4.12	.114
Staff performance management systems	3.89	.822

Source: Primary Data

The findings indicate that policies on staff development had the greatest impact on staff motivation scheme which had a mean of 4.12, followed by staff recruitment and deployment which had a mean of 4.06, staff performance management systems shown 3.89, employee compensation shown 3.57, the organization structure 3.51, the leadership style 2.93 and individuals are given room to experiment new ways of strategy execution 2.16.

4.5 Discussion of Findings

This section discusses the findings of the effect of government legislation on University of Nairobi strategy implementation.

4.5.1 Relationship with Theory

Open systems theory posits that firms are strongly affected by their environment. Economic forces, political forces and social forces in the environment are also applied in other firms. Feedback is regularly exchanged with the external environment. Organizations as open systems are portrayed as continually adapting to change in their environments. As they adapt and grow they tend to become more complexly structured and specialized.

The findings of this study have adduced evidence in support of the open system theory. In this regard, the study reveals that financial and non-financial resources, organizational capability and competency, managerial leadership, and competitiveness and image of the University were affected by political stability.

In stakeholder theory, other parties are included when making decisions. Stakeholder competencies is achieved by monitoring stakeholder interests, effectively dealing with stakeholders and their concerns by developing strategies, dividing and classifying interests into workable segments and making certain that stakeholders' needs are addressed by organizational functions . The findings of the study supports the stakeholder theory since it has shown that decisions are made by various stakeholders. The staff and government policies are considered when implementing strategy.

Dynamic capabilities is the organizations' ability to decisively generate, expand, or adjust their resource base. An assumption that is basic to the framework of dynamic capabilities is that short-term competitive positions that may be used to establish longer-term competitive advantage, should be modified by core competencies**.** The resource base of firms which comprise of its human, organizational and physical assets are altered by dynamic capabilities. The findings of the study supports the dynamic capabilities theory since it has shown that physical resources are modified to meet the standards and remain competitive.

4.5.2 Relationship with previous research

A study by Jowi (2003) also compares well with findings from this study. Jowi (2003) had indicated that universities were responding to the environmental challenges and

stakeholder demands. He had indicated that there was a pressing requirement for them to change fast in order to accomplish their missions and the needs of all stakeholders. This was indicated in this study that the universities were influenced by government regulation.

Strickland and Gamble (2008) noted that a winning strategy must fit the enterprises external and internal situation, build sustainable competitive advantage and improve the firm's overall performance. They further noted that a good strategy plus a good execution results to good management. The above works and prominent contributors to strategy knowledge are in agreement with the research findings.

Herbiniak (2005) analyzed several elements that can lead to ineffective execution of any strategy that are similar to those findings already discussed. Herbiniak's research survey of 400 managers focused on the identification of various challenges to successful strategy implementations. He cited the key challenges to be lack of managerial understanding, failure to give lecturers to enable implementation objectives, insufficient resources, inability to link up different organizations arms or functions, poor structure and design.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The following conclusions and recommendations were made from the study findings. The responses were based on the objectives of the study. The study sought to determine the effect of government legislation on University of Nairobi strategy implementation.

5.2 Summary

The major findings of the study can be summarized down in various themes relating to the effects of government legislation on University of Nairobi strategy implementation. The findings of the study also indicated that government legislation affected strategy implementation process. The University has to comply with government regulations on admissions, registration and operation. The university has also to comply with policies of university standards and staff development as far as operations are concerned. The study revealed that politicians influence appointments at times resulting in not the best man for the job. Political stability influences strategy implementation in that it affects continuity of programs due to closures resulting from instability. This has influence on competitiveness and image of the University. Change in the ruling party influenced governance and management structures. The study noted that success of strategy implementation lied with those firms which match their resources, the environmental forces and strategic goals. It further was observed that any mismatch of strategy and the environment fitness will be a failure process.

5.3 Conclusion

It was concluded that the University's success lies in effective strategy implementation. It was noted that government legislation requires cooperation of all parties involved for support. The study concluded that the University needs to manage key factors which exhibit great influence on strategy implementation like leadership practices, organizational culture, organizational resources and change management. The findings of the research indicated that the University was affected by government legislation. The study also noted the contribution of staff development policies towards effective strategy implementation. Motivation of human resources is critical towards any firm's productivity and competitiveness.

5.4 Recommendation

The University to adopt willingness on policy implementation because if the staff are not willing to implement, even the best policies are of no benefit. The study also recommends that public universities should have international campuses to avoid the decrease in foreign student population due to instability. The study also recommends that public universities should be independent so as to avoid forced implementation of directives

5.5 Limitations of the study

Several limitations were encountered in the course of this study. Some respondents were uncooperative in filling the questionnaires. This limitation was mitigated by invoking a conversation with the respondent's first to make them at ease. This strategy was used also to reduce the risk of the respondents giving socially correct responses. Some respondents also took longer than expected time to fully complete the questionnaire. The researcher

however ensured questionnaire submission was done early enough to allow significant time for completion. Early preparation of questionnaires and pre-testing of the same also helped the researcher time for analysis and presentation.

5.6 Areas for further research

This study sought to determine the effect of government legislation on University of Nairobi strategy implementation. The study recommends an in-depth study should be done on challenges caused by government legislation in public Universities in Kenya. The study further recommends a study on the sustainability issues facing strategic management in public universities in Kenya. The study also suggests a study of strategy variables among public universities in Kenya.

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APPENDIX 1: QUESTIONNAIRE

This questionnaire is developed to collect data from the University of Nairobi on the effect of government legislation on strategy implementation. The data collected shall be used for academic purposes only and will be treated with strict confidence. I therefore urge you to freely answer the questions as only the researcher will have access to the raw data and the development of the final report. Your participation in facilitating the study is highly appreciated.

SECTION A: ORGANIZATIONAL PROFILE

This section seeks to collect basic information concerning the organization. Please respond to each question as guided.

1. What is your designation in the organization?

………………………………………………………………………..

2. How long have you worked for this organization?

    i. Up to 5 years   [ ]

    ii. Above 5 years and up to 10 years   [ ]

    iii. More than 10 years   [ ]

3. How long have you worked in your current designation?

    i. Up to 5 years   [ ]

    ii. Above 5 years and up to 10 years   [ ]

iii. Above 10 years and up to 15 years   [ ]

iv. Above 15 years and up to 20 years   [ ]

v. More than 20 years   [ ]

**SECTION   B: GOVERNMENT   LEGISTLATION   AND   STRATEGY
IMPLEMENTATION SUCCESS.**

4. Does the university comply with government policies? Please tick as appropriate.

    Yes [ ]   No [   ]

Explain

…………………………………………………………………………………………………

…………………………………………………………………………………………………

…………………………………………………………………………………………………

5. To what extent does the government regime affect the following strategy
   implementation practices in your organization? Please TICK on the extent column
   key numbers based on the key below.

1-Not at all; 2 - Small extent; 3 - Moderate extent; 4- large extent; 5- Very large extent

Statement	Extent				
	[1]	[2]	[3]	[4]	[5]
Effective leadership practices					

	[1]	[2]	[3]	[4]	[5]
Communication process					
Change management practices					
Availability of resources					
Organizational culture					

Please comment on any other issues regarding government regime in your organization_____

_____

_____

_____

6. To what extent does the political stability affect the following factors in your organization? Please TICK on the extent column key numbers based on the key below.

1-Not at all; 2 - Small extent; 3 - Moderate extent; 4- large extent; 5- Very large extent

Statement	Extent				
	[1]	[2]	[3]	[4]	[5]
Financial and non-financial resources					
Organizational capability and competency					

	[1]	[2]	[3]	[4]	[5]
Managerial leadership					
Competitiveness and Image of the University					

Please comment on any other issues regarding political stability in your organization_____

_____

_____

_____

7. To what extent does regulation on admission, registration and operation of the university affect the following in your organization? Please TICK on the extent column key numbers based on the key below.

1-Not at all; 2 - Small extent; 3 - Moderate extent; 4- large extent; 5- Very large extent

Statement	Extent				
	[1]	[2]	[3]	[4]	[5]
Research, Consultancy, Innovation and Technology					
Structure					
Quality management practices					
External communication					
Image of the university					

Please comment on any other issues regarding regulation in your organization_____

_____

_____

_____

8. To what extent does change in the ruling political party affect the following factors? Please TICK on the extent column key numbers based on the key below.

1-Not at all; 2 - Small extent; 3 - Moderate extent; 4- large extent; 5- Very large extent

Statement	Extent				
	[1]	[2]	[3]	[4]	[5]
The redesigning and remodeling of organization systems					
The corporation is mission/vision driven					
Governance and management structure					
Resources, facilities and infrastructure					
Operational and management policies					

Please comment on any other issues regarding change in the ruling political party in your organization_____

_____

_____

_____

9. To what extent does policies of university standards affect the following factors?

   Please TICK on the extent column key numbers based on the key below.

1-Not at all; 2 - Small extent; 3 - Moderate extent; 4- large extent; 5- Very large extent

Statement	Extent				
	[1]	**[2]**	**[3]**	**[4]**	**[5]**
Research, Consultancy, Innovation and Technology					
Teaching and Learning					
Effective planning and strategy development					
Governance policies					
Staff					
Image of the university					
Physical resources					

Please comment on any other issues regarding policies of university standards in your organization_____

_____

_____

_____

10. To what extent does policies on staff development affect the following factors?

Please TICK on the extent column key numbers based on the key below.

1-Not at all; 2 - Small extent; 3 - Moderate extent; 4- large extent; 5- Very large extent

Statement	Extent				
	[1]	[2]	[3]	[4]	[5]
The organization structure					
Staff recruitment and deployment					
The leadership style					
Individuals are given room to experiment new ways of strategy execution					
Employee compensation					
Staff motivation scheme					
Staff performance management systems					

Please comment on any other issues regarding policies on staff development in your organization_____

_____

_____

Thank you for taking part in this exercise

APPENDIX I1: INTRODUCTION LETTER

UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS

Telephone: 020-2059162 Telegrams: "Varsity", Nairobi Telex: 22095 Varsity	P.O. Box 30197 Nairobi, Kenya

DATE... 9|10|2017

TO WHOM IT MAY CONCERN

The bearer of this letter .... Karen Akoth Oyoo ....

Registration No... D61 | 82724 | 2015 ....

is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate your assistance to enable him/her collect data in your organization.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you
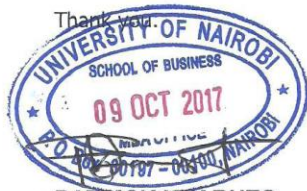
PATRICK NYABUTO
SENIOR ADMINISTRATIVE ASSISTANT
SCHOOL OF BUSINESS