CHALLENGES OF STRATEGY IMPLEMENTATION FACED BY KENYA IMMIGRATION DEPARTMENT IN DEALING WITH ILLEGAL IMMIGRANTS

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DECLARATION

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

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

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DEDICATION

This work is dedicated to my Dear parents and Sisters for being there for me with their tremendous support and encouragement in my life, theirs prayers and belief in me even during my financial struggles.
ACKNOWLEDGEMENT

I wish to acknowledge the help and contribution of the following without whom this research project wouldn't have been possible; the Almighty Lord for giving me the power of knowledge, hard work, perseverance and dedication in my study. My Supervisor Mr. Jeremiah Kagwe for his very valuable advice, guidance and training in developing and write up of this research paper.

I also thank the management of Immigration Department of Kenya for their support and understanding during the entire time that I pursued my MBA study. I appreciate and sincerely thank my colleagues for moral support.

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ABSTRACT

Although formulating a consistent strategy is a difficult task for any management team, making that strategy work is even more difficult. A myriad of factors can potentially affect the process by which strategic plans are turned into organizational action. Unlike strategy formulation, strategy implementation is often seen as something of a craft, rather than a science, and its research history has previously been described as fragmented and eclectic. The biggest problem with illegal immigration is the fact that it is very difficult to keep a track of the same, and this in turn makes it easier for illegal immigrants to violate the law of the land. However excellent the strategies developed by organizations to counter the challenges it faces, the major hurdle for success in the strategy is the effective implementation.

The objective of the study was to determine the challenges of strategy implementation faced by Kenya Immigration Department in dealing with illegal immigrants. The research was a case study of the department of immigration. The data collection tool was an interview guide. Content analysis was used to analyze the qualitative primary data which had been collected by conducting interviews from the top managers of the corporation who are involved in strategy formulation and implementation.

The findings from the study was that the organizational structure, lack of commitment from the employees, non-involvement of the employees in the development of the strategies, lack of proper knowledge in the process, low remuneration, lack of attitude change and lack of commitment on the part of the management to accept new ideas, the diminishing feelings of ownership to the new policies, implementation tactic, lack of
resources, identification and the creation of fog and everyday politics of mystification affected the implementation of strategies in the department.

The recommendations were that the department changes its structure, both the management and the employees should be committed to the implementation of strategy, communication within the department should be enhanced, enhancing surveillance around the country and looking for ways of breaking down the large- and small-scale smuggling organizations.
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CHAPTER ONE: INTRODUCTION

1.1 Background of the study

A strategy is a plan of action designed to achieve a particular goal. Strategic management is the art, science and craft of formulating, implementing and evaluating cross-functional decisions that will enable an organization to achieve its objectives. The development and implementation of strategies by an organization to chart the future path to be taken will enhance the competitiveness of such firms. However, many firms develop excellent strategies to counter and adapt to the challenges but suffer a weakness in the implementation of the same strategies. Strategy implementation focuses on the distinct relationship between implementation and other various organizational elements. The strategy implementation process is identified by Thompson and Strickland (1980), as a process being undertaken through a systematic approach and provides a link between strategic consensus and success.

Strategic management involves formulation, implementation and review. Strategy implementation can be said to be the most challenging of them all. Strategy is most effectively implemented when the people involved in the operations of the business are action-oriented and pragmatic. Effective strategy implementation is also a systems management activity that involves leading, motivating, organizing change, engineering business processes, and creating strong fits between strategy and how the business does things. According to (Ansoff and McDonell, 1990) someone who intends to implement strategy must be able to put the strategic plan into action. He must be able to identify what needs to be done and start working on it in order for the targeted strategic and financial goals to be achieved. With all these factors involved, one can say that strategy implementation is more challenging and time consuming than strategy formulation.
Strategies which are implemented within an organization should support the culture associated with the firm. The proposed strategy should preserve, emphasize, and enhance the culture, in accordance with the culture supporting the proposed strategy.

The biggest problem with illegal immigration is the fact that it is very difficult to keep a track of the same, and this in turn makes it easier for illegal immigrants to violate the law of the land. However excellent the strategies developed by organizations to counter the challenges it faces, the major hurdle for success in the strategy is the effective implementation. However, the success of these strategies is not only a function of how well they are formulated; it also depends on how well implementation is done. In fact, the most elegantly conceived, precisely articulated strategy is virtually worthless unless it is implemented successfully, (Sabatier and Weible, 2007).

1.1.1 Concept of strategy implementation

Strategy implementation is defined as "the process used to implement specific firm policies, programs, and action plans across the organization" (Harrington, 2004, p.321). A prudent organization needs to formulate a strategy that is "appropriate for the organization, appropriate for the industry, and appropriate for the situation" (Alexander, 1991). Effective strategy implementation and execution relies on maintaining a balance between preventing failures and promoting success simultaneously. When there is a proper alignment between strategy, administrative mechanisms and organizational capabilities, it will be easier to implement and execute the strategy and to achieve the desired objectives. Strategy implementation is the process of allocating resources to support an organization’s chosen strategies. This process includes the various management activities that are necessary to put strategy in motion and institute strategic controls that monitor progress and ultimately achieve organizational goals. Strategy evaluation includes review of external and internal factors that are bases for strategies formulated,
measuring performance and taking corrective action, if necessary. This is important as all strategies are subject to future modification depending on environmental turbulence (Robbins and Coulter, 1996).

Strategic management is gradually shifting from paying 90 per cent attention to strategy formulation and 10 per cent to strategy implementation, to paying equal attention to both (Grundy, 1998). Traditionally, it is believed that strategy implementation and execution is less glamorous than strategy formulation, and that anyone can implement and execute a well-formulated strategy. Therefore, implementation and execution has attracted much less attention than strategy formulation or strategic planning (Bigler, 2001). While strategy formation and implementation are tightly integrated functions, strategy implementation is the most complicated and time-consuming part of strategic management. It cuts across virtually all facets of managing and needs to be initiated from many points inside the organization. The implementation task involves coordination of a broad range of efforts aimed at transforming strategic intentions into actions.

1.1.2 Strategy Implementation Challenges

Organizing implementation processes presents some imposing challenges. Managers are often assigned to implementation teams with little expected reward, no relief from normal responsibilities, and a poor understanding of the broader scope and goals of the strategy being implemented. Further, managers with diverse backgrounds and mixed experiences are expected to mesh quickly into a cohesive and efficient unit. In addition, personality differences, politics, communication problems and struggles for power and leadership are other obstacles that may undermine an implementation effort. Beer and Eisenstat (2000) attempt to capture much of this in their description of the six silent killers of strategy implantation namely: Top-down or laissez-
fair senior management style, unclear strategy and conflicting priorities, an ineffective senior management team, poor vertical communication, poor coordination across functions, businesses, or borders, and, inadequate down-the-line leadership skills and development. Sterling (2003) identifies challenges to strategy implementation as: unanticipated market changes, effective competitor response to strategy, insufficient resources, failures of buy-in, understanding and communication by those who are supposed to implement, strategy not being timely and unique, lack of strategic focus and poorly conceived strategies.

Strategy implementation is inextricably connected with organizational change. All organizations resist change and try to maintain the status quo, sometimes even if it yields unsatisfactory results. To translate planned intervention activities into actions that bring desired organizational outcomes requires incorporating numerous variables: individual behaviour, social factors, organizational arrangements, physical settings, and technology. Changing one organizational element has a ripple effect that impacts other parts of organization, which in turn have their own ripple effects, and so on. Changing only one or two things seldom brings any significant overall organizational change. There are no "magic bullets" that would change the entire organization. To redirect your organization, you must address many overlapping and related issues, and the resulting impression of needing to change "everything at once" can be overwhelming (Marginson, 2002).

1.1.3 Illegal immigration

According to Williams (2003) illegal immigration is the violation of a country's terms of entry which are supposed to be followed. With most of the countries putting stringent immigration laws in place, illegal immigration seems to have become more rampant than it ever was. The cases of illegal immigration are more common in developed and developing nations. When a
foreign national enters the country by crossing its border either by land or by water without being detected by the concerned authorities it qualifies for unauthorized illegal immigration. As such entrants are not detected by the authorities and they are not subjected to the mandatory procedure of inspection. Smuggling of people across international borders has become quite common of late, with more and more individuals willingly doing it for a stipulated amount of money as their fee (Boswell, 2003). The biggest problem with illegal immigration is the fact that it is very difficult to keep a track of the same, and this in turn makes it easier for illegal immigrants to violate the law of the land. An illegal immigrant need not resort to some criminal activity as such, as the fact that he has illegally crossed the border or that he is illegally residing in a country in itself amounts to a crime.

According to Lavenex (2004) the effect of illegal immigration to a country has considerable effect on reducing the economic stability and the status of the country. Along with that, the downward trend of the economy as a result of illegal immigration is proving good for the middle class individuals and wealthy citizens of a country. Eventually it can lead to a blaring socio economic gap between the rich and poor. Well, if the economic effects of illegal immigration are something which cannot be ignored, then the social effects of illegal immigration cannot be sidelined. Death while crossing borders and even after coming in the destination country, slavery, prostitution, human trafficking and not getting good treatment. Effects of illegal immigration are multi faceted thus; there is no surprise in the fact that somewhere down the line, the law and order system of the destination country is affected. Gang violence, drug trafficking, smuggling, identity theft, on account of using social security numbers possessed by others and number of other practices are rampant within the groups of illegal immigrants.
1.1.4 The Kenya Department of Immigration

The Department of Immigration is a public service organization in the ministry of Immigration and Registration of Persons. Its core mandate is mainly the issuance of Travel and Residence documents, and controls entry and exit of persons at the Border control points. Currently, the Department operates under an Immigration Act CAP 172 which came into force on 1st August 1967. It also enforces Aliens restriction Act CAP 173 and Citizenship Act CAP 170. Its operations are also guided by the Constitution of Kenya and by other acts of parliament like the Penal Code Cap 63, Criminal Procedure Code Cap 75, Evidence Act CAP 80, Extradition Act CAP 77, Privileges and Immunities Act CAP 179, Refugees Act of 2006 among many others. Various Protocols, Bilateral and International agreements influence it s operations. It is also guided by administrative regulations and visa regulations issued from time to time to address emerging issues.

The Department of Immigration started operations in 1906 deriving its mandate from Immigration Restrictions Ordinances of 1906, 1940, 1944, 1948 and 1956. The purpose of these Ordinances was to restrict entry and permanent residence of foreigners into Kenya. Today, its services include control of exit and entry of persons at the land border points, seaports and airports. The aim is to deter undesirable immigrants whose presence may compromise national interests. It is also mandated with issuance of travel documents like passports, temporary permits, Certificates of Identity and Nationality (CINs) and United Nations conventional Travel Documents (UNCTDs) in conjunction with United Nations High Commissioner for Refugees (UNHCR). It is further tasked to control and regulate residency through issuance of work permits and passes. In addition it processes and grants visas, processes citizenships of Non-Kenyans who qualify through registration or naturalization as specified in the constitution of Kenya.
The functions of the Department of Immigration are not fully understood by members of public. Majority of people link it strictly with issuance of Kenya Passports and its role at the borders is often confused with that of Kenya Revenue Authority (KRA). Little is appreciated of its role in control of foreigners’ entry and stay in Kenya either temporary or long term. Against this background, it is important to briefly clarify its history and functions. In the execution of its mandate, the department is posed with various challenges in implementing its strategy such as people smuggling and trafficking, international terrorism and other forms of transnational crimes. The ever increasing challenges for effective and efficient border management demand periodic if not constant re-examination of the existing policy guidelines and procedures to curb the problem of illegal immigrants. This is with a view to keeping abreast with any emerging trends in border management. The rationale of the study is thus based on the fact that no comprehensive study has been carried out specifically in the Department on this challenge of illegal immigrants (GOK, 2010).

1.2 Research Problem

Although formulating a consistent strategy is a difficult task for any management team, making that strategy work is even more difficult (Hrebiniak, 2006). A myriad of factors can potentially affect the process by which strategic plans are turned into organizational action. Unlike strategy formulation, strategy implementation is often seen as something of a craft, rather than a science, and its research history has previously been described as fragmented and eclectic. It is thus not surprising that, after a comprehensive strategy or single strategic decision has been formulated, significant difficulties usually arise during the subsequent implementation process. The best-formulated strategies may fail to produce superior performance for the firm if they are not successfully implemented. Many organizations have formulated excellent strategies but have not
achieved excellent results due to poor strategy implementation. The failure of these strategies can be attributed to managerial activities. Managing resistance to change associated with strategy implementation also proves difficult for most organizations. Illegal immigration has been a serious problem in many places of the world throughout history; however, even when every region of the world has the problem, it has very different causes and in very different amounts that require different ways of combating it (Loisel, 2005).

The Kenyan department of immigration has formulated excellent strategies on how to combat illegal immigrants from entering the country however the strategies have failed to yield the desired results and these has resulted into an influx of immigrants in the country with some on their way to other countries. A country’s borders should be secured with the resources and organizational structure that is in place at any time and not the military. It is about implementing capability and initiatives readily available today into a comprehensive and cohesive plan. The high number of illegal immigrants entering Kenya is a serious threat to stability and development to the country and the world at large.

There are many local studies that have been done in Kenya regarding strategic responses to environment challenges. Some of the more recent studies include; Nyangweso (2009) on the strategy implementation challenges at Cooperative bank who found out that in the case of Co-op bank just like in any other player in the banking industry, implementation of strategies should be fast, consistent and should be adaptable on many fronts simultaneously. Kiprop (2009) researched on challenges of strategy implementation at the Kenya Wildlife service and identified that a firm should focus on formal organizational structures and control mechanisms of employees while implementing its strategy. A study by Omollo (2007) focussed on the challenges of implementing strategic decisions at the Kenya Armed Forces Medical Insurance
Scheme (AFMIS). She established that implementation of strategic decision as an ongoing process that requires monitoring and evaluation at all stages to determine the best alternatives in the process at any given point in time due to the changing environmental conditions and that an organization need to formulate clear and well documented strategies from the very beginning of strategy formulation through to implementation and that managerial support at all levels of the organization must identify and embrace the strategy so that staff buy in the idea and connect with strategy being implemented.

Organizations are different in terms of their structures and operations. As a result, no two organizations are perfectly similar and thus whatever challenges one organization encounters may not be the same with another organization. This applies to the department of immigration because it is a unique organization in that it deals with immigration issues thus the challenges they face are mostly different from other organizations' challenges. This research will therefore seek to identify the challenges facing the implementation of strategies adopted in combating illegal immigrants. This research problem leads to the question: what challenges does Kenya immigration department face in the implementation of strategies adopted in combating illegal immigration?

1.3 Research Objective

The objective of this study was to determine the challenges facing the implementation of the strategies adopted in combating illegal immigrants by Kenya department of immigration.
1.4 Value of the study

The study will assist the government especially the Ministry of Immigration in determining the challenges which inhibits prevention of illegal immigrants in the country and thus develop strategies which can be used to respond to these challenges.

This study is also expected to increase body of knowledge to scholars on illegal immigration as they will be able to understand the challenges which the government faces in using the strategies they have adopted to combat the immigrants. It may also encourage further research on other challenges which the government could face in combating illegal immigrants. For academicians, this study will form the foundation upon which other related and replicated studies can be based on.
CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction
This chapter is concerned with the review of literature related to the study. An overview of the concept of strategy, strategy implementation, challenges of strategy implementation, illegal immigration and challenges facing strategies adopted to combat illegal immigration was reviewed.

2.1 The Concept of Strategy
Different scholars and practitioners have very different definitions or even understanding about what strategy is and how it should be defined. According to Pearson & Robinson (2004), "a strategy is a firm's a game plan". Chandler (1962) in his definition of strategy emphasized the determination of basic long term goals and objectives the adoption of courses of action to achieve them, and allocation of resources as being central to the concept of strategy. Ansoff (1965) recommended growth strategies that firms could use. The growth strategies suggested were market penetration, market development, product development and diversification. In the specific language of Ansoff's Matrix, it has been suggested by Perry (1987) that for small businesses the most appropriate growth strategies are therefore product development and market development.

Andrews (1971) argues that with respect to corporate strategy, strategists address what the firm might and can do as well as what the firm wants to do. However, he also argues that strategists must address what the firm ought to do. The "ought to do", in Andrews' parlay, refers to corporate social responsibility. He suggested that business firms are not responsible to society, but rather that the obligation of social responsibility falls upon the managers of business firms. Porter (1996) defined strategy as "the creation of a unique and valuable position involving a
different set of activities that are different from rivals". Porter (1996) continues to say that strategy is making trade-offs in competing. The essence of strategy is choosing what not to do. Without trade-offs there would be no need for choice and thus no need for strategy. Porter (1996) argues that strategy is about selecting the set of activities in which an organization will excel to create a sustainable difference in the market place. The sustainable difference may be to deliver great value to customers than competitors or provide comparable value at a lower price than competitors. He states 'differentiation arises from both the choice of activities and how they are performed'.

Johnson and Scholes (2000) define strategy as "the direction and scope of an organization over long term, which achieves advantage for the organization through its configuration of resources within a changing environment and to fulfill stakeholder expectations". He concludes that strategy can be seen as the matching of the resources and activities of an organization to the environment in which it operates. This is sometimes known as search for strategic fit. The concept of strategy is therefore built around winning. Strategy helps to achieve success whether in business or otherwise, success in this context refers to the realization of objectives that are desired. Effective strategy is formulated around four factors. These are, the goals and objectives are simple, consistent and relate to the long term, there is profound understanding of the competitive environment, there is an objective appraisal of the resources available and that there is effective implementation (Ennew and Waite, 2007).

2.2 Strategy implementation

Regardless of the type and level of strategy, in the end managers are always "faced with the straightforward task of simply getting things done" (Hrebiniak 2005a:57). Strategy
implementation is therefore concerned with putting strategy into practice and can be described as the execution of tactics so that the company moves in the desired strategic direction. Similarly, strategy implementation can also be defined as the "relatively straightforward operationalization of a clearly articulated strategic plan" or "the sum total of the activities and choices required for the execution of a strategic plan" (Wheelen and Hunger 2006:214).

According to Thompson et al (2007), effective strategy implementation depends on competent personnel and effective internal organizational systems. No organization can hope to perform the activities required for successful strategy implementation without attracting, motivating and retaining talented managers and employees with suitable skills and intellectual capital. The task of implementing challenging strategic initiatives must be assigned to executives who have the skills and talent to handle and can be counted on to turn decisions and actions into results to meet established targets. Without a smart, capable result-oriented management team, the implementation process ends up being hampered by missed deadlines, misdirected or wasteful efforts. Building a capable organization is thus a priority in strategy execution.

The execution of a strategy depends on individual members of organization especially key managers. Motivating and rewarding good performance for individuals and units are key success factors in effective strategy implementation. The reward system aligns activities and objectives of individuals and units with the objectives and needs of the firms' strategy (Shirley, 1983) Successful strategy implementation depend on a large part on how a firm is organized. The structure helps an organization identify its activities and the way in which it will coordinate them to achieve the firm's strategic objective. It also provides managers with a vehicle to exploit fully the skills and capabilities of the employees with minimal costs and at the same time enhance the
firm's capacity to achieve superior efficiency, quality, innovation and customer responsiveness, (Gole, 2005).

2.3 Challenges of strategy implementation

The level of success of a strategy depends on the degree of participation in planning and on acceptance of the goals, indicators and targets set. Therefore effective implementation of strategy plan is likely to be successful if it rests on meetings and consensus between the management and staff, rather than a top down imposition of plans and targets. Successful strategy implementation therefore, must consider issues central to its implementation (David 1997).

2.3.1 Organizational structure

Different strategy types have different requirements regarding an adequate organizational structure (Olson, Slater and Hult, 2005). They pointed out that the fit between business unit strategy and the internal organization of multi-business companies does have an effect on business unit performance. Specifically, business units with pure cost strategies experience higher return on investment when they have low autonomy. Pure differentiation strategies benefit, in terms of sales growth, from strong functional coordination (with responsibility for key functions unified under the business unit manager). Similarly, the return on investment of cost strategies is, on average, higher when some functional responsibilities are shared. Olson, Slater and Hult (2005) identified a taxonomy comprised of four different combinations of structure/behavior types, which they label as: management dominant, customer-centric innovators, customer-centric cost controllers and middle ground. These alternative structure/behavior types are then matched with specific business strategies (i.e., Prospects, Analyzers, Low Cost Defenders, Differentiated Defenders) in order to identify which
combination (s) of structures and behaviors best serve to facilitate the process of implementing a specific strategy.

Organizations should be structured in such a way that it can respond to pressure to change from the environment and pursue any appropriate opportunities which are spotted (Lorsch 1967). Thompson and Strickland (1980) notes that strategy implementation involves working with and through other people and institutions of change. It is important therefore that in designing the structure and making it operational, key aspects such as empowerment, employee motivation and reward should be considered. Organizational structure is the means by which the organization seeks to achieve its strategic objectives and implement strategies and strategic changes. Strategies are formulated and implemented by managers operating within the current structure. The structure of an organization is designed to breakdown how work is to be carried out in business units and functional departments. People work within these divisions and units and their actions take place within a defined framework of objectives, plans, and policies.

2.3.2 Commitment to strategy implementation

Shared understanding without commitment may result in “counter effort” and negatively affect performance (Wooldridge and Floyd, 1989). Strategy implementation efforts may fail if the strategy does not enjoy support and commitment by the majority of employees and middle management. This may be the case if they were not consulted during the development phase. Alexander (1985) thinks obtaining employee commitment and involvement can promote successful strategy implementation (on the basis of telephone interviews with CEOs). Some CEOs believe that one way to accomplish this is to involve employees and managers right from the start in the strategy formulation process. Involvement and commitment should also be developed and maintained throughout the implementation process. If middle and lower level
managers and key subordinates are permitted to be involved with the detailed implementation planning, their commitment will be likely to increase.

According to Guth and MacMillan (1986) there are three fundamentally different sources of low to negative individual manager commitment to implementing a particular strategy: low perceived ability to perform successfully in implementing that strategy, low perceived probability that the proposed outcomes will result, even if individual performance is successful; low capacity of the outcome to satisfy individual goals/needs. Middle managers with low or negative commitment to the strategies formulated by senior management create significant obstacles to effective implementation.

According to Noble and Mokwa (1999) there are three dimensions of commitment that emerged as central factors which directly influence strategic outcomes: organizational commitment, strategy commitment and role commitment. The primary dependent variable is implementation success, which they define as the extent to which an implementation effort is considered successful by the organization. According to Noble and Mokwa (1999) an individual manager's implementation role performance will influence the overall success of the implementation effort. Both, strategy commitment and role commitment, were shown to influence role performance. However, the most commonly studied dimension, organizational commitment, showed no relationship to role performance in either of their samples.

2.3.3 Implementation tactics

According to Nutt (1986) there are four types of implementation tactics which are used by managers in making planned changes. They are intervention, participation, persuasion, and edict. The study found a 100 percent success rate when key executives used an intervention tactic, but observed this tactic in less than 20 percent of the cases. Both the persuasion and participation
tactics had 75 percent success rates; persuasion had the highest frequency of use, 42 percent, and participation the lowest, 17 percent. Implementation by edict had a 43 percent success rate and a 23 percent frequency of use. Nutt (1987) explains the four tactics as follows: Intervention refers to strategy adjustments during the implementation stage by introducing new norms and practices. Participation consists of articulating strategic goals and nominating a task force that develops and proposes corresponding implementation options. Persuasion consists of the tactic of using the involved parties to convince employees about the decided course of actions. The main mechanism for implementation in the edicts tactics (that relies on power and is characterized by absence of participation) is the issuing of directives.

2.3.4 Organizational Communication

According to Forman and Argenti (2005 p. 27), “although an entire discipline is devoted to the study of organizational strategy, including strategy implementation, little attention has been given to the links between communication and strategy.” They noted that business communication researchers have become increasingly interested in the contribution of corporate communication to a company’s ability to create and disseminate its strategy in the last decade. The content of such communications includes clearly explaining what new responsibilities, tasks, and duties need to be performed by the affected employees. It also includes the why behind changed job activities, and more fundamentally the reasons why the new strategic decision was made firstly.

Organizations where employees have easy access to management through open and supportive communication climates tend to outperform those with more restrictive communication environments (Rapert, Velliquette and Garretson, 2002). Organizational communication plays an important role in training, knowledge dissemination and learning during the process of strategy
implementation. In fact, communication is pervasive in every aspect of strategy implementation, as it relates in a complex way to organizing processes, organizational context and implementation objectives which, in turn, have an effect on the process of implementation. Communication barriers are reported more frequently than any other type of barriers, such as organizational structure barriers, learning barriers, personnel management barriers, or cultural barriers.

2.4 Illegal Immigration

Immigration refers to movement of people from one country to another. Every country has its own terms of entry which you are supposed to follow when you enter it. With most of the countries putting stringent immigration laws in place, illegal immigration seems to have become more rampant than it ever was. Basically, the cases of illegal immigration are more common in developed and developing nations - wherein 'opportunities' exist in plenty. When a foreign national enters the country by crossing its border either by land or by water without being detected by the concerned authorities it qualifies for unauthorized illegal immigration. As such entrants are not detected by the authorities, they are not subjected to the mandatory procedure of inspection (Heckmann and Bosswick, 2004). Smuggling of people across international borders has become quite common of late, with more and more individuals willingly doing it for a stipulated amount of money as their fee.

The response to illegal immigration has been to increase the policing of borders, and to adopt legislation criminalizing acts of trafficking - and even, in some cases, all forms of assistance to migrants travelling without documents. According to Krasinets (1997) efficient handling of illegal immigration is impossible without strict control on the frontier and within the territories,
especially within those regions that have a high population of transient immigrants. Although the number of immigrants and the channels and consequences of illegal immigration vary significantly by territory, specific regulations should be designed for each geographical region, and all immigration policies should share the same basic principles. The experience of other countries has shown that immigration control on the frontier is no less expensive than it is in the territories, but that frontier control is not reliable, since immigrants may enter legally for illegal purposes. Known criminals can openly pass through border control without difficulty, and for ordinary immigrants it is even easier.

One of the turns that policy on illegal aliens has made is towards internal control. Border controls, though still important, are increasingly being supplemented with policies of exclusion and discouragement of those unwanted aliens that passed the border. When it comes to illegal immigrants, exclusion is now the stated aim of policy. For those illegal aliens that cannot be discouraged or deterred to come, exclusion is meant to complicate and frustrate living and working conditions to such a degree that they will turn round and try their luck elsewhere. The goal of discouraging illegal immigrants has led to a shift towards internal migration control, which comprises a wide array of policy measures such as employer sanctions, exclusion from public services, surveillance by the police, incarceration and expulsion.

Surveillance can be used to locate illegal immigrants, but can also be a means to exclude irregular immigrants from the formal and informal institutions of society. The link between the exclusion of illegal immigrants and policies of surveillance can follow two separate logics. Surveillance may be deployed to exclude illegal immigrants from key institutions of society, such as the labour market and the housing market and even from informal networks of fellow
countrymen and family. The state raises a protective wall of legal and documentary requirements around the key institutions of the welfare state and ‘patrols’ it with advanced identification and control systems.

2.5 Challenges facing strategies adopted

Recent years have seen an avalanche of policy measures aimed at controlling and countering the presence of illegal immigrants all over the world. This holds true for both the national and the country’s levels of policy making. Much money, time and manpower are being invested in what has come to be known as the ‘fight against illegal immigration’. The presence and growth of the illegal alien population in many countries in the world is usually placed in the perspective of the ongoing academic and political debate on whether or not states have ‘lost control’ on immigration (Cornelius et al 2004). After family reunification, family formation and asylum migration it is now illegal immigration that is casting doubts on the liberal state’s capacity to refuse and deter unwanted immigration. Illegal aliens are at the top of the policy agenda and politicians, fuelled by popular fear and uneasiness, have invested heavily in the various manifestations of their country border. One of the turns that policy on illegal aliens has made is towards internal control. Border controls, though still important, are increasingly being supplemented with policies of exclusion and discouragement of those unwanted aliens that passed the border. When it comes to illegal immigrants, exclusion is now the stated aim of policy.

2.5.1 Identification and the creation of fog

According to Willey (2002) the state aims to trace, identify and extradite the illegal immigrant, who in turn tries to stay out of sight and obscures his or her identity. The state diverts funds,
technology and manpower to surveillance and detection and the immigrant tries to circumvent these policies and innovations, sometimes by simple, yet effective means. Policy on irregular immigrants resembles an arms race: action provokes reaction. Illegal aliens will attempt to frustrate government policies that aim to identify and control them using strategies that can be captured under the notion of ‘foggy social structures’: social structures that emerge from efforts by individuals and organizations to avoid the production of knowledge about their activities by making them either unobservable or indeterminable; or, put another way, the practical production of fog (FOGSOC 2003: 5 of 133).

According to Caplan and Torpey (2001: 7) states and their subjects/citizens routinely play cat-and-mouse with individual identification requirements. And even though the jury is still out on the outcome it still seems realistic to concede that so far the cat has held the better cards. The deck seems to be stacked to the advantage of the state, but so far there is hardly any evidence that the number of illegal immigrants is substantially dropping, leaving room to question the state’s upper hand.

2.5.2 Weapons of mass detection: surveillance and identification

The nation-state is an exclusive club in which rights and privileges are awarded to citizens and semi-citizens (denizens) only. However, decades of immigration research have shown that access to the clubhouse, the territorial state, does not necessarily depend on membership status or even advance approval. Entry and residence of illegal aliens are clearly in defiance of the state’s claims to control over its population and territory. In recent years the illegal alien became a prime target for government control. The prominent place that ‘the fight against illegal immigration’ now occupies on the policy agenda in most countries is due to both a political and a social shift in perception of this group. Politically, illegal immigration adds to the accusation that
states have ‘lost control’ on immigration; a group of immigrants that is by legal definition excluded should not appear to be growing. Socially, popular resistance against this category has, after years of indifference, been mounting steadily. Illegal immigrants are generally feared and perceived as a problem (Bigo 2004).

The illegal immigrant has thus become a direct challenge to the state’s notions on legal mobility and territoriality in a globalized world. Torpey (2000) described the idea of the state monopolization of the legitimate ‘means of movement’. In this process the state gradually took the freedom of movement away from the ordinary citizen by making the passport the government issued prerequisite for the legal crossing of borders. Identifying and documenting citizens meant very little in itself if the state could not enforce its policies and regulate the movement of its subjects. “The successful monopolization of the legitimate means of movement had to await the creation of elaborate bureaucracies and technologies that only gradually came into existence, a trend that intensified dramatically toward the end of the nineteenth century” (Torpey 2000: 35).

Many authors argue that the accumulation of information on citizens and inhabitants is a central aspect of state formation. The historical rise of centralized nation states is closely entwined with the gathering of information on the population on a large scale. Scott (1998) describes this process as one in which the state makes its people ‘legible’ by gathering information on its subjects in the various roles they play in society. This legibility served to increase the state’s ability to govern and control its population. Caplan and Torpey (2001: 1) in similar vein stress the role of ‘documenting individual identity’ in the rise of modern government: ‘Establishing the identity of individual people is increasingly recognized as fundamental to the many operations of the state.’ As the state enhanced its grip on society, it also increased the information on its inhabitants through registration and documentation. Torpey (1998: 244) has argued that the
modern state’s capacity to penetrate more deeply into society depends on its ability to embrace those societies. As states grow larger and more administratively adept they can only penetrate society effectively if they embrace society first. ‘Individuals who remain beyond the embrace of the state necessarily represent a limit on its penetration.’ Obviously, illegal immigrants are anxious to remain beyond the state’s embrace.

2.5.3 Everyday politics of mystification

There is the emergence of large- and small-scale smuggling organizations that cater for the large supply of migrants who moves to other countries and enable these people to stay illegally in those countries. In addition to these professional and familial smuggling organizations, which are both very hard to combat, there is the emergence and existence of several informal and illegal markets in the spheres of work, housing, relations and documents. These informal markets can be classified as bastard institutions or parallel institutions (Mahler 1995) and partly fulfil the same functions as formal institutions. As such, they are archetypical examples of foggy social structures that the state instruments of surveillance and identification have difficulty penetrating. Moreover, the significance of the informal economy in western societies is increasing, particularly in large cities. According to Engbersen (2001b) there is increasing room for informal labour-intensive jobs at the bottom of the labour market in large cities in advanced societies. In this part of the economy you can find the remains of industrial activities, but there is also informal paid labour in all kinds of enterprises in the business and personal service industries such as cleaning, security, catering, care for children and the elderly and home improvement.

The most important strategy to protect yourself against the state’s inquisitive eyes is to hide your personal (legal) identity. Manipulation of their personal identity is one of the major strategies adopted by illegal aliens who want to prevent detection by the state. An appropriate term in this
respect is identity politics. The identity politics of illegal immigrants constitute a political economy of survival. Irregular migrants often do not have the possibility to live and work under their personal identity in the public sphere (and sometimes neither in the private sphere) given the risk of apprehension and deportation. Illegal migrants therefore develop various strategies to change and mask their personal identity and illegal status. There are three main variants (Engbersen 2001a). First of all, there is the structural or situational adoption of a false identity. A widespread practice is the acquisition of false papers or legitimate documents - such as passports, social security numbers and medical insurance cards - from legitimate others. Chavez (1992: 169-171) defines this strategy as 'seeking the security of documentation'.
CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter highlights the research design method that was used in the study, data collection method and how data will be analyzed and presented.

3.2 Research Design

The research design was a case study. Kothari (1990) defines a case study as a powerful form of qualitative analysis and involves careful and complete observation of a social unit be it a person, family, cultural group or an entire community and/or institution. The merit of using a case study is that it allows an in-depth understanding of the behaviour pattern of the concerned unit. Additionally a case study allows a researcher to use one or more of the several research methods depending on the circumstances.

The primary purpose of a case study is to determine factors and relationships among the factors that have resulted in the behavior under study. The research study was adopted in this particular study since not all the target population of the study were knowledgeable of the challenges facing strategies adopted by the ministry of immigration in combating illegal immigrants in Kenya. In light of this therefore, a case study design was deemed the best design to fulfill the objective of the study as the results were expected to provide an insight in identifying challenges facing strategies adopted by the ministry of immigration in combating illegal immigrants in Kenya.
3.3 Data Collection

The study made use of primary data which was collected through a face to face interview with the researcher using an interview guide. An interview guide is a set of questions that the interviewer asks when interviewing. The interviewees were those involved with formulation and implementation of ministry's strategies and consisted of the top managers in charge of planning, administration, management consultancy services, human resource management and human resource development. These are considered to be key informants for this research. The results were expected to provide an insight in understanding the challenges facing strategies adopted by the ministry of immigration in combating illegal immigrants in Kenya. The researcher believes that this made it possible to obtain data required to meet specific objectives of the study.

3.4 Data Analysis

The data obtained from the interview guide was analyzed qualitatively. Qualitative data analysis makes general statements on how categories or themes of data are related. The qualitative analysis was adopted in this study because the researcher was able to describe, interpret and at the same time criticize the subject matter of the research since it was difficult to do so numerically. The qualitative analysis was done using content analysis.

Content analysis is the systematic qualitative description of the composition of the objects or materials of the study (Hsieh and Shannon, 2005). It involves observation and detailed description of objects, items or things that comprise the object of study. The themes (variables) that was used in the analysis was the challenges facing strategies adopted by the ministry of immigration in combating illegal immigrants in Kenya.
CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction

The research objective was to determine the challenges of strategy implementation faced by Kenya Immigration Department in dealing with illegal immigration. This chapter presents the findings and analysis with regard to the objective and discussion of the same.

4.2 Respondents Profile

The respondents comprised the six top managers in charge of immigration department. All the respondents intended for the study were interviewed. In addition, the views of both genders were represented in the respondents interviewed because two of the respondents were female against three men. This meant that the views expressed by the respondents were not gender biased. The level of education helps an individual to carry out its tasks without much supervision and this is an asset to the immigration department as the respondents highest level of education attained being degree level with two of the respondents having post graduate degree. In addition, all the respondents had worked in the organization for over five years and having held the current position for over three years thus they understand the challenges facing the department.

One observation made from the results of the interview was that four of the respondents, on been asked whether they will wish to change their current jobs answered in the affirmative. The reasons given were that they felt the amount of work they undertake in the organization does not commensurate with the level of compensation they get, the work is routine and in order for them to grow in different experiences and handling various challenges. However, the other two respondents indicated their satisfaction with their current duties, highlighting various opportunities available within and without the organization such as career development,
interaction and the new challenges that come in the course of their duties. All these helped in personal development of the respondents and thus creating a motivated workforce.

The department has two sets of strategies, long term and short term strategies. The short term strategies cover a period of one to five years while long term strategies cover five years and above. The respondents indicated that the Ministry uses the top-down approach though in some cases bottom-up approach was adopted depending on the circumstances. The respondents differed on the level of employees involvement on strategy implementation as some of the respondents said that it was all inclusive while others said it was none inclusive as only the managers were involved. The implementation of any organization strategy will only be successful if the employees who are the actual implementers participate fully in the process. However for effective and up to date strategies the respondents were of the opinion that everybody should be made aware of the annual operation plan, improve communication on strategy implementation downwards and making use of competent staff. This will enable the management to keep abreast with any issues that might emerge and recommend corrective measures before any damage is done and continuous internal review should be done regularly. The respondents indicated that in strategy development challenges like misunderstanding, lack of proper coordination, inadequacy legal framework and participation were some of the challenges which were encountered.

4.3 Challenges facing strategies adopted

Formulating appropriate strategy is not enough. For effective strategy implementation, the strategy must be supported by decisions regarding the appropriate organization structure, commitment, implementation tactic, communication, identification and creation of fog and
everyday politics of mystification. Just as the strategy of the organization must be matched to the external environment, it must also fit the multiple factors responsible for its implementation.

4.3.1 Organizational structure

An organization structure describes how work is to be carried out in business units and functional departments. The structure helps an organization identify its activities and the way in which it will coordinate them to achieve the firm's strategic objective. It also provides managers with a vehicle to exploit fully the skills and capabilities of the employees and at the same time enhance the firm's capacity to achieve superior efficiency. The department structure under the parent ministry's structure poses a challenge to strategy implementation as it does not allow the managers to carry out their mandate freely while at the same time the departments and the employees who are tasked with implementation of strategy suffers from external influence. The structure of an organization is designed to breakdown how work is to be carried out in business units and functional departments and not to be an impediment in the developing or implementing the organizations strategies.

The challenges posed by the structure of the department were bureaucracy which results to the delay in implementation of policies and the respondents indicated that the only way to deal with the challenge was through minimization of stages involved, delegation and use of discretion to make decisions as per the situation. It was observed that structure that has been adopted by the department though good for controlling the activities of the department, has impacted its decision making process. Its response structure was found to be slow and in some cases lead to the loss of opportunities. It is important therefore that in designing the structure and making it operational, key aspects such as empowerment and communication process is considered. The departments'
strategy procedure was not clear and concise as the respondents indicated that many employees are not aware of it and therefore they recommended that it should be an all incursive process and also it should be streamlined so as to be in tandem with performance contracting.

4.3.2 Commitment

Commitment by the employees to successful strategy implementation was paramount for the department in order to combat illegal immigrants. The respondents indicated that the employees’ of the immigration department were not committed to successful implementation of the strategies and these were as a result of non involvement in the strategy formulation process. Employees’ involvement therefore is paramount to successful implementation of the strategy in the department. The role played by individual managers’ performance influences strategy implementation due to both strategy commitment and role commitment. Strategy commitment being the commitment to ensure the success of the strategy developed while role commitment was the commitment which the managers have been bestowed with to lead the others in supporting the implementation of the strategy.

Asked whether at times they faced resistance from the employees in relation to strategy implementation, the respondents were in full agreement adding that they face resistance from the employees on the implementation of strategies and these indicate that they were not involved in strategy formulation and in order to overcome the challenge, the respondents indicated that the employees be involvement and training right from the start, creation of awareness of the process and sensitization of the employees on the importance of implementing the strategy for the benefit of the common good. at times there was lack of commitment to buying new ideas and diminishing feelings of ownership to the new policies. Other challenges affecting the employees were lack of proper knowledge in the process, low remuneration and lack of attitude change.
On the implementation tactics which were used by the department, the respondents indicated that participation was used and these entails articulation of strategic goals and nominating a task force that develops and proposes corresponding implementation options.

4.3.3 Communication

Organizational communication plays an important role in strategy implementation as it assists in training, knowledge dissemination and learning during the process of strategy implementation. In fact, communication is pervasive in every aspect of strategy implementation, as it relates in a complex way to organizing processes, organizational context and implementation objectives which, in turn, have an effect on the process of implementation. The respondents indicated that there was no clear link in communication of the strategies and thus the employees do not know at times what they are supposed to do. The respondents intimated that communication should be two way so that it can provide information to improve understanding and responsibility, and to motivate staff. Also, communication should not be a once-off activity focusing on announcing the strategy. It should be an on-going activity throughout the strategy implementation process.

The employees do not have easy access to the management through open and supportive communication climates and these affects the employees morale as the climate in which they operate in is not supportive and these hampers the implementation of strategy on their part as they cannot access the management for clarification in case they do not understand a certain part. The respondents indicated that communication plays an important role in training, knowledge dissemination and learning during the process of strategy implementation as it as it relates in a complex way to organizing processes, organizational context and implementation objectives which, in turn, have an effect on the process of implementation. Communication was pervasive in the department as effective communication brings a clear picture of all aspects in strategy
implementation. The means of communication which were used were written communication through the chain of command, memos, posters and notices and circulars. The modes of communication were vied to be very effective as the modes were able to achieve: trickling down of information, update progress/status of issues and opens up communication between management and the employees.

4.3.4 Identification and the creation of fog

The respondents indicated that the department has put in place policies which includes enhancement of surveillance around the country’s borders and inside the country with the aim of identifying the illegal immigrants. The government has diverted funds, technology and manpower to surveillance and detection while the illegal immigrant tries to circumvent these policies and innovations, sometimes by simple, yet effective means. The state aims to trace, identify and extradite the illegal immigrant, who in turn tries to stay out of sight and obscures his or her identity. The respondents indicated that, though the government has allocated resources although not adequate to curb illegal immigrants.

Financial and human resource was identified as a major constraint which needs to be dealt with adequately in order to curb the increase of illegal immigrants. Although the department has put in place technological equipment in its borders and also surveillance within the country boundaries, it’s not adequate and these affects the fight against illegal immigrants who have been using the country as a transit point while some have been hiding in the country. The department reviews the strategies earmarked to be adopted regularly so as to keep abreast with new emerging trends of illegal immigrants.
3.5 Everyday politics of mystification

There is the emergence of large- and small-scale smuggling organizations that cater for the large supply of migrants who moves to other countries and enable these people to stay illegally in those countries. The results indicates that, though the government through its organs have adequate capacity, it has not managed to have absolute control to cater for large supply of immigrants as the organizations have devised new sophisticated means of smuggling immigrants for a fee and these poses a challenge to the department as the organizations have been colluding with some departments employees to circumvent the strategies put in place.

Manipulation of their personal identity is one of the major strategies adopted by illegal aliens who want to prevent detection by the state. Irregular migrants often do not have the possibility to live and work under their personal identity in the public sphere (and sometimes neither in the private sphere) given the risk of apprehension and deportation. Illegal migrants therefore develop various strategies to change and mask their personal identity and illegal status, however the department has a system called the personal identification secure evaluation system to safeguard any manipulation from the organizations working for the immigrants or immigrants themselves.

The respondents indicated that the current organizational performance on the impact of strategies they want to adopt was that the strategies was developed from real practical issues on the ground and also as all the stages of strategy development, implementation and evaluation are carried out often to ensure consistency with any new trends.

4.4 Discussion of findings

The implementation of the strategy is not an easy task as many firms have developed excellent strategies to counter and adapt to the challenges but suffer a weakness in the implementation of
the same strategies. For immigration department, the challenges which they face in implementing
the strategies which will assist in combating illegal immigrants from infiltrating the country
include; organizational structure being used by the department and the parent ministry,
commitment by the employees to strategy implementation, lack of clear link on communication
of strategies among the employees, identification and creation of fog and every day politics of
mystifications. The challenges were in tandem with those highlighted by Beer and Eisenstat
(2000) who noted that the six silent killers of strategy implantation were: Top-down or laissez-
fair senior management style, unclear strategy and conflicting priorities, an ineffective senior
management team, poor vertical communication, poor coordination across functions, businesses,
or borders, and, inadequate down-the-line leadership skills and development. Sterling (2003)
identifies challenges to strategy implementation as: unanticipated market changes, effective
competitor response to strategy, insufficient resources, failures of buy-in, understanding and
communication by those who are supposed to implement, strategy not being timely and unique,
lack of strategic focus and poorly conceived strategies.

Further, for the strategies adopted to effectively achieve the firm’s objectives, the plans and
actions must be strategically fit to the complexities and dynamism of a rapidly shifting
environment. According to Gole (2005) the structure helps an organization identify its activities
and the way in which it will coordinate them to achieve the firm’s strategic objective. It also
provides managers with a vehicle to exploit fully the skills and capabilities of the employees
with minimal costs and at the same time enhance the firm’s capacity to achieve superior
efficiency, quality, innovation and customer responsiveness,
CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATION

5.0 Introduction

This chapter gives the summary, conclusions and the recommendations on the study. The limitations of the study were also highlighted in the chapter.

5.1 Summary

The findings from the study were that the respondents had university degree with some of them having attained post graduate level already. The respondents have worked in the organization for over five years and have held the current position for over three years thus they understand the challenges facing the department. Some of the respondents would change their current job if given the chance due to the amount of work they undertake in the organization which does not commensurate with the level of compensation they get, the work being routine and in order for them to grow in different experiences and handling various challenges. The department has two sets of strategies, long term and short term strategies. The short term strategies cover a period of one to five years while long term strategies cover five years and above. The respondents indicated that the department uses the top-down approach though in some cases bottom-up approach was adopted depending on the circumstances. The ministry uses the top-down approach where the top managers outline the strategies to be implemented to the employees. As a result the employees feel that they need to be involved more by the top managers especially in strategy policies that affect them. As a result of the non-involvement of the employees in the development of the strategies, implementation of these strategies has faced challenges such as the employees being hesitant to act.
The department structure was found to be an impediment on how strategy implementation will be carried out and these therefore impacts the development and implementation of strategy in the department as it does not allow the managers to carry out their mandate freely while at the same time the departments and the employees who are tasked with implementation of strategy suffers from external influence. Commitment by the employees to strategy implementation in the department was paramount and the study established that the employees were not committed to the implementation of the strategy due to non involvement in the strategy formulation process and these results to resistance from the employees who are supposed to implement the strategies which have been designed. The other challenges causing resistance were lack of proper knowledge in the process, low remuneration, lack of attitude change and lack of commitment on the part of the management to accept new ideas and the diminishing feelings of ownership to the new policies.

The department uses participation tactic in implementation of the strategies which entails articulating strategic goals and nominating a task force that develops and proposes corresponding implementation options. The tactic used by the organization does not ensure successful implementation of the strategies as the management of the organization did not involve the other employees in strategy formulation thus they resist and sabotage the implementation of the strategies. Organizational communication enables the dissemination of information from the management to the employees, however there was no clear link in the organization on the implementation of the strategies and these was compounded by lack of easier access by the employees to the management. Communication was not pervasive in the department as effective communication brings a clear picture of all aspects in strategy implementation. The means of communication which were used were written communication through the chain of command,
memos, posters and notices and circulars. The modes of communication were vied to be very effective as the modes were able to achieve: trickling down of information, update progress/status of issues and opens up communication between management and the employees.

The findings indicates that though the department has put in place policies to identify and control illegal immigrants, it was not sufficient to control the immigrants as they devise new strategies to escape the strategies put in place by the department. The government has not allocated sufficient resources in terms of monetary, technology and manpower to curb illegal immigration through surveillance and detection of the immigrants. The department reviews the strategies to be adopted regularly so as to be at toes with emerging trends from illegal immigrants. The study established that the government does not have the capacity to control large and small smuggling organizations as they keep changing the strategies which they use while the strategy formulation and implementation from the government part takes a longer period to be achieved. Though the government has put in place strategies to combat manipulation of illegal immigrants personal identity detection, the strategies are not enough to detect manipulation as at times involves the employees working in the department who work in collusion with agents or the illegal immigrants themselves.

5.2 Conclusion

From the research findings and the answers to the research questions, some conclusions can be drawn about the study. Strategy formulation and implementation process is very vital for the functioning of any organization. From the findings, it was established that the organizational strategy was made up long term and short term strategies. The short term strategies cover a period of one to five years while long term strategies cover five years and above. The
organizational structure which was being used by the department poses a challenge to strategy implementation as it does not allow the managers to carry out their mandate freely while at the same time the departments and the employees who are tasked with implementation of strategy suffers from external influence.

Another important conclusion to be made about the study was that for effective strategy implementation, there has to be commitment from the management and the employees as well and these can only be achieved when there is participatory strategy development and implementation so that all the stakeholders feel to be part and parcel of the process thus eliminating resistance which inhibits the implementation of strategy. Further, effective implementation tactic was paramount to strategy implementation and these necessitate the adoption of a tactic which ensures successful implementation of the strategy. Communication in an organization plays a critical role in dissemination of information from the management to the employees and therefore the management should ensure that there are clear mechanisms of communication in the organization.

5.3 Recommendations

The study found that the departments’ structure was not involving and does not allow for strategy formulation and implementation. It is therefore recommended that the department put in place an organizational structure which will allow for an all inclusive process of strategy formulation and implementation so that resistance to strategy implementation by the employees cannot arise. Commitment to successful implementation of the study by both the management and employees were paramount and it is recommended that all the departments’ employees
should be committed to ensure that the strategies which have been put in place to curb illegal immigration are implemented.

The implementation tactic to be used should be one which ensures successful implementation of strategies. The management of the department should ensure that there is constant communication between the employees and the management so that the strategies which have been agreed upon can be implemented. Illegal immigrants are devising new ways of evading the policies and strategies put in place by the department, it is therefore recommended that they should put in place strategies and policies to curb illegal immigrants which will be hard for them to evade and these should be done through putting in place sophisticated technology and manning all the country’s’ borders adequately. The government should act on the organizations that assist the immigrants by putting in place stringent laws which will deter smuggling of immigrant and at the same time remunerate its employees well to deter acts of collusion with the organizations.

5.4 Suggestions for further Study

The research sought to investigate the challenges of strategy implementation faced by Kenya immigration department in dealing with illegal immigrants. The study was narrowed down to factors such as organizational structure, commitment, implementation tactic, communication, identification and the creation of fog and everyday politics of mystification. However, there are other factors that influence strategy implementation questionnaire that would call for further research. As a result, therefore, there is a gasp the researcher would suggest that further research is done on other factors which influence strategy implementation in the ministry as a whole.
5.5 Limitations of the study

This project was carried out on a department within the Ministry of Immigration and some of the challenges facing the department emanates from the Ministry itself. However, the limitation did not have any adverse effects on the findings of the study.
REFERENCES


APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

University of Nairobi
School of Business
Department of Strategic Management
P. O. Box 30197
Nairobi
13th September, 2011

Dear Respondent,

RE: COLLECTION OF SURVEY DATA

I am a postgraduate student at the University of Nairobi, at the School of Business. In order to fulfill the degree requirement, I am undertaking a research project on challenges facing strategies adopted by the ministry of immigration in combating illegal immigrants in Kenya. You have been selected to form part of this study. This is to kindly request you to assist me collect the data by filling out the accompanying questionnaire. The information/ data you provide will be exclusively for academic purposes. My supervisor and I assure you that the information you will give will be treated with strict confidence. At no time will you or your organization’s name appear in my report.

Samwel N. Waruingi
Student no: D61/75219/2009

Mr. Jeremiah Kagwe
Supervisor
APPENDIX II: INTERVIEW GUIDE

The interview guide will seek to achieve the following objective;

1. To determine the challenges of strategy implementation faced by Kenya immigration Department in dealing with illegal immigration.

Interview Questions

The following sections provide sample questions to be used in evaluating challenges of strategy implementation faced by Kenya immigration Department in dealing with illegal immigration.

Background Information on the interviewees

- What is the highest level of education you have received?
- What current position in the organization do you hold?
- How long have you been in this organization?
- For how long have you been holding the current position?
- Would you change your current duties if given a chance? Why?

Strategy development process in the immigration department

1. What duration does the immigration department strategy cover?
2. What approach can you categorize the strategy development process of the firm to take?
3. What level of involvement of employees does the strategy development take?
4. What sort of challenges does the organization face in the development of its strategies?
Challenges facing strategies adopted

Organizational structure

1. Does the structure of the organization pose a challenge to strategy implementation?

2. What kind of challenge and how do you deal with it?

3. What approach can you describe the organization strategy formulation to adopt? Top down or bottom up?

4. How does this affect the process of strategy implementation?

5. Does the organization strategy procedure clear and concise? If no, suggest ways to improve the way to carry it out?

6. What other challenges in strategy implementation are brought by the way the structure is organized?

Commitment

1. Is there commitment on all the organizations employees to ensure successful implementation of the designed strategies?

2. What level of employee involvement in strategy development did the organization undertook?

3. Does individual manager's implementation role performance influence the overall success of the implementation effort?

4. Do you at times face resistance from the employees in relation to strategy implementation?
5. How do overcome this?

6. What other challenges do you face in the process as far as employees are concerned?

**Implementation tactic**

1. Which of the following implementation tactics (intervention, participation, persuasion, and edict) does your department follows in ensuring implementation of the desired strategies?

2. Does the tactic used by the organization ensure successful implementation of the designed strategies?

**Communication**

1. Is there a clear link in communication of the strategies in the organization?

2. Do the organizations employees have easy access to management through open and supportive communication climates?

3. Does communication plays an important role in training, knowledge dissemination and learning during the process of strategy implementation in the immigration department?

4. Is communication pervasive in every aspect of strategy implementation in the organization?

5. What means of communication does the management use to communicate the awareness of strategic change at the immigration department?
Identification and the creation of fog

1. Is there government policies that aim to identify and control illegal immigrants using strategies that can be captured under the notion of ‘foggy social structures’?

2. Has the government allocated sufficient resources to be used to curb illegal immigrants into the country?

3. Does the department have technology and manpower to ensure surveillance and detection of illegal immigrants in the country?

4. How often do you review the strategies earmarked to be adopted by the organization?

Everyday politics of mystification

1. Does the Government have capacity to control large and small-scale smuggling organizations that cater for the large supply of migrants?

2. Does the Government have strategies to combat manipulation of illegal immigrant’s personal identity detection by the state?

3. How is the current organizational performance regarding ability to project likely impact of the strategies they want to adopt?