

**CHALLENGES OF STRATEGY IMPLEMENTATION  
AT TEACHER SERVICE COMMISSION IN KENYA**

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## **DECLARATION**

This research project is my original work and has not been presented for examination in any other University.

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

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## **DEDICATION**

I wish to dedicate this research project to my family for the time and support they have offered me during this period of study. Above all I want to thank God for his favour and blessings over my life, having enabled me to complete my studies and providing for me all through.

## ABSTRACT

The main purpose of the study was to determine the challenges faced by TSC in their strategic plan implementation and how such challenges are addressed by TSC. The research was conducted through a case study design as it allows for in-depth contextual analysis. The researcher collected both primary and secondary data. Primary data was collected through interviews. An interview guide was used to guide the researcher in collecting data on challenges of strategy implementation at TSC. The respondents were drawn from the top level and middle level management based at TSC headquarters Nairobi, comprising of ten (10) interviewees. Secondary data on the other hand was obtained from the organization documents such as TSC strategic plans, Annual reports and other relevant documentations. Content analysis was used to analyze the data collected. The study findings were the strategic planning practices which are normally reviewed after five years in the organization. The management and processing of the TSC payroll has been one of the most challenging functions due to the huge size of the workforce, manual processes, data corruption and geographical distribution of teachers; Representatives of employees, a number of key stakeholders are involved before arriving at strategies to be implemented; The means of communication used to create awareness of change upon strategy implementation at TSC were memos using top-down approach. The factors that affect the speed of strategy implementation is timeframe for implementing strategic change, employee training on information on strategic plans, employee participation in decision making, employee involvement in the implementation of strategic plans, number of employees involved ,political interference and availability of resources; The duration of strategy formulation to a great extent influences the speed of implementation of strategy change at TSC; the management of resources is unique to TSC in the sense that they are valuable, rare, non-imitable and durable in the commitment to facilitate the process of strategy implementation; the employee attitude toward organizational change was positive but weak, which could elicit some supportive behaviors; At TSC, the interviewees indicated that to manage the attitude of employees towards strategy implementation the behavioral aspects of the employees is a determinant factor in the success of strategy implementation; the employees are to a moderate extent involved in the implementation of the strategies. However, all the staff interviewed confirmed that TSC has not put in place any reward system to motivate employees towards successful implementation of strategies. Management reaction to address the challenges encountered at TSC included training of employees and creating awareness before any strategic change, sourcing for more funds through collaboration with other partners, involvement of representatives of all employees from inception stage to implementation stage of new strategies. The study recommends the organization to minimize political interference in implementation of strategic plans, educate the staff on its policy documents, increase stakeholder collaboration and additional funds in strategic plan implementation. The organization also needs to work on its resource allocation which is managed poorly. The organization also needs to put a reward system in place and creation of awareness and educational trainings that would enable the teachers and other members involved in the implementation of strategies be aware and have an understanding from the formulation process to the implementation stage.

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## **ABBREVIATIONS AND ACRONYMS**

BOD	Board of Directors
CEO	Chief Executive Officer
HOD	Head of Department
MOE	Ministry of Education
MoHEST	Ministry of Higher Education, Science and Technology
RBV	Resource Base View
RDT	Resource Dependency Theory
TSC	Teachers Service Commission

# CHAPTER ONE: INTRODUCTION

## 1.1 Background of the Study

Many organizations in Kenya face significant difficulties with regards to strategy implementation process as most strategies fail to produce superior performance for the firm due to poor implementation. In recent times, many public sector organizations have been engaging in activities that will improve their service delivery to their clients. These organizations are guided by the Vision 2030 in developing their strategic plans. The social pillar of Vision 2030 identifies education and training as the “primary means of upward social mobility, national cohesion and socio-economic development”, with the overall goal of enhancing access, quality and relevance of education. Similar to other organizations, Teacher Service Commission (TSC) has problems and solves them by formulating strategies. However in spite of the organizations having elaborate and well developed and designed strategic plans, their performance has not exponentially improved as expected. This scenario has mainly been attributed to strategic plan implementation challenges. The complexity of implementation is aggravated by elements such as inadequate resources, poor resource allocation system, political issues, organization, systems that are in place and practices of managers. External factors influence or impact on the operations of the TSC and related strategic objectives. These are Political, Economic, Socio-cultural, Technological, Environmental and Legal factors.

Strategy implementation requires adequate resources for it to be a success. If an organization can utilize and manage their important resources, they can support and sustain implementation of strategies well. The Resource Based View (RBV)

emphasizes the firm's resources as the fundamental determinants of competitive advantage and performance. It adopts two assumptions in analyzing sources of competitive advantage (Barney, 1991). It assumes that firms within an industry (or within a strategic group) may be heterogeneous with respect to the bundle of resources that they control. Second, it assumes that resource heterogeneity may persist over time because the resources used to implement firms' strategies are not perfectly mobile across firms (i.e. some of the resources cannot be traded in factor markets and are difficult to accumulate and imitate). Resource heterogeneity (or uniqueness) is considered a necessary condition for a resource bundle to contribute to a competitive advantage and performance. Inadequacy of any form of resources, such as inadequate funds, equipment and facilities, and human resources skills and experience, is often a big challenge during strategy implementation. The various activities necessary to implement any particular strategy should be defined in terms of each type of resource required. The operating level must have the resources needed to carry out each part of the strategic plan (Harvey, 1998). Pearce & Robinson (2007) states that to effectively direct and control the use of the firm's resources, mechanisms such as organizational structure, information systems, leadership styles, assignment of key managers, budgeting, rewards and control systems are essential strategy implementation ingredients.

This study looked into strategy implementation and the challenges that arise in the process of strategy implementation in the Education sector with a main focus on the TSC in Kenya. TSC headquarters is located in Nairobi's upper hill area along Kilimanjaro road. It has branches all over the country. TSC in Kenya is charged with the responsibility of offering efficient and effective service to its clients who are

mainly teachers. In 2005, the Commission developed and launched its first Strategic Plan with a view of enhancing accountability and organizational performance. The Strategic Plan for the period 2005-2010 thus provided a framework for planning, implementation and performance evaluation of TSC programmes. The plan also provided a basis for resource mobilization, allocation and distribution along the prioritized programmes. The 2013-2017 Strategic Plan is the second five year Plan developed by TSC to guide the delivery of its mandate of regulating the teaching services in public educational institutions.

### **1.1.1 Concept of Strategy**

The concept of strategy has been borrowed from the military and adapted for use in business. It is the art and science of planning and marshalling resources for their most efficient and effective use. In business, as in the military, strategy bridges the gap between policy and tactics. Together, strategy and tactics bridge the gap between ends and means. It is a method or plan chosen to bring about a desired future, such as achievement of a goal or solution to a problem.

Strategy is a process and could be considered in fewer than three stages. These are: strategic analysis; this is the stage where through analysis the strategist identifies the opportunities, threats, strengths and weaknesses in the environment; the strategic formulation stage, where a choice is made and the strategy implementation stage is the stage where the strategy is translated into action.

There are many definitions of strategy as discussed by many scholars. 'Strategy is defined as the determination of the basic long-term goals and objectives of an enterprise, and the adoption of courses of action and the allocation of resources

necessary for carrying out those goals' (Chandler, 1962). Steiner (1979) defines strategy as that which top management does that is of great importance to the organization; basic directional decisions, which is, to purposes and missions; consists of the important actions necessary to realize these directions.

Mintzberg (1994) points out that people use "strategy" in several different ways, the most common being a plan, a "how," a means of getting from here to there: A pattern in actions over time; for example, a company that regularly markets very expensive products is using a "high end" strategy; As a position; that is, it reflects decisions to offer particular products or services in particular markets; As a perspective, that is, vision and direction. He argues that strategy emerges over time as intentions collide with and accommodate a changing reality. Thus, one might start with a perspective and conclude that it calls for a certain position, which is to be achieved by way of a carefully crafted plan, with the eventual outcome and strategy reflected in a pattern evident in decisions and actions over time. This pattern in decisions and actions defines what he called "realized" or emergent strategy.

Andrews (1980) presents this lengthy definition of strategy in his book, *The Concept of Corporate Strategy*: "Corporate strategy is the pattern of decisions in a company that determines and reveals its objectives, purposes, or goals, produces the principal policies and plans for achieving those goals, and defines the range of business the company is to pursue, the kind of economic and human organization it is or intends to be, and the nature of the economic and non-economic contribution it intends to make to its shareholders, employees, customers, and communities.

Therefore Strategy is all these it is perspective, position, plan, and pattern. Strategy is the bridge between policy or high-order goals on the one hand and tactics or concrete actions on the other. Strategy and tactics together straddle the gap between ends and means. In short, strategy is a term that refers to a complex web of thoughts, ideas, insights, experiences, goals, expertise, memories, perceptions, and expectations that provides general guidance for specific actions in pursuit of particular ends.

No matter which definition of strategy one uses, the decisions called for are the same. These decisions pertain to choices between and among products and services, customers and markets, distribution channels, technologies, pricing, and geographic operations, to name a few. What is required is a structured, disciplined, systematic way of making these decisions.

### **1.1.2 Strategy Implementation**

Strategic implementation is the process that puts plans and strategies into action to reach goals. Once the strategies have been formulated, they need to be implemented. Without successful implementation, the company will not obtain the intended results. It is "the process of allocating resources to support the chosen strategies". This process includes the various management activities that are necessary to put strategy in motion, institute strategic controls that monitor progress, and ultimately achieve organizational goals. Pearce and Robinson (2007) states that to effectively direct and control the use of the firm's resources, mechanisms such as organizational structure, information systems, leadership styles, assignment of key managers, budgeting, rewards and control systems are essential strategy implementation ingredients.

David (2003) argues that strategies which are implemented within an organization should support the culture associated with the firm, preserve, emphasize, and enhance the culture, in accordance with the culture supporting the proposed strategy. According to David (2003), the human element of strategic implementation plays a key role in successful implementation and involves both managers and employees of the organization. Both parties should directly participate in implementation decisions and communication that plays a key role in ensuring that this occurs. Business performance is influenced by this human element of strategic implementation. Through providing performance incentives to employees during the implementation phase, the business performance will be positively influenced.

A successful implementation plan will have a very visible leader, such as the Chief Executive officer (CEO), as he communicates the vision, excitement and behaviors necessary for achievement. Everyone in the organization should be engaged in the plan. Thompson and Strickland (1998) argue that strategy implementation is all about acting on what has to be done internally to put formulated strategies in place thus ensuring that targeted results are achieved within the targeted framework of time.

### **1.1.3 Challenges of Strategy Implementation**

Organizations dedicate substantial internal and external resources to a strategy development process, but ultimately, fail to move the firm in the direction identified or realize the benefits of their investment. Successful strategy formulation does not guarantee successful strategy implementations. Mitzenberg and Quins (1991) stated that 90% of well formulated strategies fail at implementation stage. The complexity of

implementation is aggravated by elements such as political issues, organization, systems that are in place and practices of managers (Heracleous, 2000).

Al-Ghamdi (1998) identified barriers to strategy implementations which include; competing activities that distract attentions from implementing the decisions, changes in the responsibilities of key employers not clearly defined; Key formulators of strategic decisions not playing in active role; problems requiring top management not communicated early enough; key implementation tasks and activities not sufficiently defined; information systems used to monitor implementations are inadequate; overall goals not sufficiently understood by employees; and controllable factors in the external environment; among others.

In conclusion, it could be expedient to point out that just as there are numerous definitions of strategy, its implementation style might differ and so might its attendant problems and solutions. Nevertheless, since implementation involves the controlling of others behaviors and sometimes perceptions and culture, most problems would be human-related and probably possible solutions would be dependent on management style and behavior of the leadership in terms of structure, availability and allocation of resources.

#### **1.1.4 Education Sector in Kenya**

The Education Sector in Kenya comprises of Ministry of Education (MOE); Ministry of Higher Education, Science and Technology (MoHEST), the TSC and their affiliated Institutions. The sector envisions “a globally competitive education, training, research and innovation for sustainable development”. To realize this, the Sector undertakes “to provide, promote and coordinate quality education and training;



integration of Science, Technology and Innovation in sustainable socio- economic development processes.” The sector’s overall goal is to increase access to education, raise the quality and relevance of education, reduce inequality as well as exploit knowledge and skills in science, technology and innovation for global competitiveness.

The sector continues to undertake policy, legal and regulatory reforms aimed at aligning the sector to the Constitution and Vision 2030 as well as international commitments like the Millennium Development Goals. These reforms have necessitated increased investment in order to expand access and equity in education; improve quality, transition and relevance; and integrate science and technology in the production sectors of the economy as well as addressing human capital needs of the nation. Education is seen as the primary means of social mobility, national cohesion and socio-economic development. Since independence the Government of Kenya has been committed to the provision of education to her citizens. Kenya like other parts of the world has experienced the impact of globalization, increasing inter-dependence between and within states and the need for people to become responsible citizens both nationally and internationally.

The Constitution of Kenya (2010) has the Bill of Rights at its core while the Kenya Vision 2030, acknowledges the need to reform the education and training to create a sector fit for purpose. This has led to the policy provisions which address the constitutional requirements and national aspirations as well as offer direction in modernizing and re-branding the country’s education and training system. To achieve the goals, the Ministry of Education work hand in hand with TSC whose mission is to

establish and maintain quality teaching standards in Kenyan institutions (TSC website). The policies set by the ministry are in harmony with the policies set by TSC for them to work towards the main goal of improving and maintaining quality service delivery, development of teacher management and increase in learning achievements.

The ongoing reforms in the education sector impact on the operations of TSC. The decentralization of functions that have been performed at the headquarters to lower level structures is a major element of the reforms. The role of TSC in supporting the Government's efforts in the implementation of the policies relating to the Vision 2030, Universal Primary Education and subsequently, Education for All, has impacted on the major decisions made by TSC.

#### **1.1.5 Teacher Service Commission**

TSC was established under an Act of Parliament (Cap 212) of the Laws of Kenya in 1967. Currently, the TSC is established under Article 237(1) of the Constitution of Kenya (2010) as a Constitutional Commission. The Constitution of Kenya (2010) mandates the Commission to register trained teachers; to recruit and employ registered teachers; to assign teachers employed for service in any public school or institution; to promote and transfer teachers; to exercise disciplinary control over teachers and to terminate the employment of teachers. The Constitution further charges the TSC with the responsibility of reviewing the standards of education and training of persons entering the teaching service, reviewing the demand for and the supply of teachers and advising the national government on matters relating to the teaching profession. Its vision is to be an institution of excellence in the provision of

efficient and effective service for quality teaching and its mission is to establish and maintain a sufficient professional teaching service for educational institutions.

TSC currently manages a workforce of 278,000 teachers deployed in approximately 27,000 public educational institutions in the Country. These include 199,966 teachers deployed in 20,027 public primary schools and 74,373 teachers serving in 6,609 public post primary institutions throughout the country. The learner population served by these teachers as at February, 2013 was approximately 8 million and 1.8 million in primary and post primary institutions respectively. The development of the Strategic Plan is thus a deliberate step by the Commission to roll out a comprehensive programme of action that engenders enhanced efficiency in operations while at the same time amplifying the legal and statutory provisions in the execution of its mandate.

## **1.2 Research Problem**

TSC in Kenya is charged with the responsibility of offering effective and efficient service to its clients who are mainly teachers. Similar to other organizations, TSC has problems and solves them by formulating strategies. However in spite of the organization having elaborate, well developed and designed strategic plans, their performance has not exponentially improved as expected. This scenario has mainly been attributed to strategic plan implementation challenges. The implementation process is one of the most important aspects of strategic management because without implementation, a strategy has no concrete existence, but is merely an abstraction. Mitzenberg and Quins (1991) stated that 90% of well formulated strategies fail at implementation stage. The complexity of implementation is aggravated by elements

such as political issues, organization, systems that are in place and practices of managers (Heracleous, 2000).

TSC has formulated and implemented various strategies because they recognize the challenges they face today and also because they are now required by the government to do so. The most current is Strategic Plan (2013-2017). The overall purpose of the plan is to enhance the quality of the teaching service by improving the professional capacity and conduct of teachers and providing them with the necessary support. Ultimately, this will enhance the quality of education in public educational institutions. In 2005, the Commission developed and launched its first Strategic Plan with a view of enhancing accountability and organizational performance. It is therefore expected that the organization must have realized improvement in service delivery if the documented strategies are being implemented as planned. On the contrary teachers are complaining about its poor services. To improve and maintain quality teaching standards, TSC is expected to formulate and implement strategies successfully.

A number of studies have been carried out on strategy implementation in State Corporations. Paul (2011) assessed the challenges of strategy implementation in Kenya Pipeline Company Limited. Koske (2003) studied strategy implementation and its challenges in public corporations, a case of Telkom Kenya. Dorcas (2010) sought to find out the challenges of strategy implementation at Kenya Tourism Board. Geldine (2012) undertook a study to determine strategy implementation and determine the challenges facing strategy implementation at the Deposit Protection Fund Board and Kimuyu (2012) in his study sought to determine the challenges

facing strategic plan implementation in the public sector. The study was conducted at the Kenya National Bureau of Statistics, among others. However, all these are case studies of corporations that have different orientations from that of TSC. Strategy implementation processes and implementation challenges that would apply to other government organization may not necessarily apply to TSC. This is so because strategic management is sensitive to the context in which it is practiced, it would therefore be wrong to make generalizations without conducting further research.

Therefore, there is little empirical research on strategy implementation in organizations similar to TSC hence significant gap exists in our knowledge which the study aimed at bridging. The study sought to answer the following questions; Has TSC faced any challenges in the implementation of the strategic plans 2005-2010/2013-2017? What measures have been put in place to deal with these challenges?

### **1.3 Research Objectives**

The research objectives of this study were:

- i) To determine the challenges faced by TSC in their strategic plan implementation, and
- ii) To determine how such challenges are addressed by TSC.

### **1.4 Value of the study**

The findings of this study will benefit management teams at TSC and other organizations. They will draw lessons on the challenges of strategy implementation and learn how to overcome them so as to achieve success. It will improve the understanding of strategic management process from formulation to implementation.

Further, the study will be of great benefit to government policy Makers, as it will provide insight on the challenges of strategy implementation in state corporations. Policy makers will obtain documented information on the challenges facing organizations of similar nature and help in its endeavor to come up with strategies and their implementation plans.

To the academia, it will contribute to the theories of resource based view and Resource dependency theory. It will be a valuable platform for future researchers in this sector to find new body of knowledge for possible application in their respective field. The study may also stimulate interest that will lead to further research in related aspect in strategic management.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter is devoted to reviewing literature relevant to the current study. It provides a critical look at the work that has been done by other researchers which are related to the study. An overview of the theoretical foundations of the study, the concept of strategy, strategy implementation and challenges of strategy implementation are reviewed.

### **2.2 Theoretical Foundations of the Study**

The theories that are relevant to this study are discussed below. They are RBV and Resource Dependency Theory (RDT).

#### **2.2.1 Resource Based View**

RBV is concerned with the management of resources that are unique to other organization in the sense that, they are valuable, rare, non-imitable and durable. If a firm can manage these resources well, they will be able to support and sustain implementation of strategies better than other firms hence overtime becomes their competitive advantage. RBV emphasizes the firm's resources as the fundamental determinants of competitive advantage and performance. It adopts two assumptions in analyzing sources of competitive advantage Barney (1991). It assumes that firms within an industry (or within a strategic group) may be heterogeneous with respect to the bundle of resources that they control. Second, it assumes that resource heterogeneity may persist over time because the resources used to implement firms' strategies are not perfectly mobile across firms (i.e. some of the resources cannot be

traded in factor markets and are difficult to accumulate and imitate). Resource heterogeneity (or uniqueness) is considered a necessary condition for a resource bundle to contribute to a competitive advantage.

### **2.2.2 Resource Dependency Theory**

This theory studies how an organizations behavior is affected by external resources. It also studies how organizations reduce environments interdependence and uncertainty. It explains how the external environment impacts optimal divisional structure of an organization, recruitment of board member and employees, production strategies and external organizations links. Many public organizations are controlled by other organizations within governments. They get financial resources from governments or donors in order for them to implement their strategies and even to run their daily affairs. The organizations are also expected to perform their duties effectively and efficiently yet they depend on others for survival. Therefore, an organization success is on maximizing its power. The resource dependency theory states how organizations seek to manage their environment and shows importance of exchange and power relations in and around the organization.

RDT has its origins in open system theory as such organizations have varying degrees of dependence on the external environment, particularly for the resources they require to operate. This therefore poses a problem of organization facing uncertainty in resource acquisition (Aldrich, 1999; Ulrich & Barney, 1984) and raises the issue of firm's dependency on the environment for critical resources. Often, the external control of these resources may reduce managerial discretion, interfere with the



achievement of organizational goals, and ultimately threaten the existence of the focal organization (Scott, 1998).

### **2.3 Factors Influencing Strategy implementation**

A myriad of factors can potentially affect the process by which strategic plans are turned into organizational action. The best-formulated strategies may fail to produce superior performance for the firm if they are not successfully implemented (Noble, 1999b). Strategy implementation is influenced by factors such as resource allocation, environmental factors, management practices such as the roles of the CEO and senior managers in strategy implementation, organization challenges, organization culture, organization structure, communication among others.

Strategy implementation requires adequate resources for it to be a success. If an organization can utilize and manage their important resources, they can support and sustain implementation of strategies well. David (2003) asserts that organizations have at least four types of resources that can be used to achieve desired objectives, namely financial, physical, human and technological. The various activities necessary to implement any particular strategy should be defined in terms of each type of resource required. The operating level must have the resources needed to carry out each part of the strategic plan (Harvey, 1998).

Management commitment is very important during strategy implementation in any organization. A successful implementation plan will have a very visible leader, such as the CEO, as he communicates the vision, excitement and behaviors necessary for achievement. The senior managers should play their role in motivating employees and

providing leadership. Everyone in the organization should be engaged in the plan. Thompson and Strickland (1998) argue that strategy implementation is all about acting on what has to be done internally to put formulated strategies in place thus ensuring that targeted results are achieved within the targeted framework of time.

Organizational communication plays an important role in training, knowledge dissemination and learning during the process of strategy implementation. Organizations where employees have easy access to management through open and supportive communication climates tend to outperform those with more restrictive communication environments (cited in Rapert, Velliquette & Garretson, 2002). Also the findings of Peng and Litteljohn (2001) show that effective communication is a key requirement for effective strategy implementation.

Factors relating to the organizational structure are very important and should be considered during strategy implementation. Proper strategy-structure alignment is a necessary precursor to the successful implementation of new business strategies (Noble, 1999b). They point out that changes in the competitive environment require adjustments to the organizational structure. If a firm lags in making this realignment, it may exhibit poor performance and be at a serious competitive disadvantage. Schaap (2006) also suggests that adjusting organizational structure according to perfect strategy can ensure successful strategy implementation.

Organizational culture includes the shared beliefs, norms and values within an organization. It sets the foundation for strategy. For a strategy within an organization to develop and be implemented successfully, it must fully align with the organizational culture. Lack of synergy between strategy and culture may obstruct the

smooth implementation of strategy by creating resistance to change. Aosa (1992) states that it is important that the culture of an organization be compatible with the strategy being implemented because where there is incompatibility between strategy and culture, it can lead to a high organizational resistance to change and demotivation, which in turn can frustrate the strategy implementation effort.

## **2.4 Concept of Strategy**

Strategy is defined as the determination of the basic long-term goals and objectives of an enterprise and the adoption of courses of action and the allocation of resources necessary for carrying out those goals Chandler (1962). Strategic management is often described as involving two major processes: formulation and implementation of strategy. While described sequentially below, in practice the two processes are iterative and each provides input for the other. Formulation of strategy involves analyzing the environment in which the organization operates, then making a series of strategic decisions about how the organization will compete. The second major process of strategic management is implementation, which involves decisions regarding how the organization's resources (i.e. people, process and information systems) will be aligned and mobilized towards the objectives. Implementation results in how the organization's resources are structured (such as by product or service or geography), leadership arrangements, communication, incentives, and monitoring mechanisms to track progress towards objectives, among others.

## **2.5 Strategy Implementation**

Strategy implementation is largely an internal administrative activity. It entails working through others, organizing, motivating, culture building and creating strong

links between strategy and how the organization operates. It also entails a process of converting the formulated strategies into viable operations that will yield the organization's targeted results. Pettigrew (1987) draws his explanation of what strategy implementation means by distinguishing the content of the strategy, the outer and inner contexts of an organization and the process in which strategic change is carried out. He, however, recognizes the fact that the content, the context and the process are inter-related and affect one another. Thompson and Strickland (1998) argue that strategy implementation is all about acting on what has to be done internally to put formulated strategies in place thus ensuring that targeted results are achieved within the targeted framework of time.

## **2.6 Challenges of Strategy Implementation**

The successful implementation of strategy takes more time than its formulation. This can challenge managers' attention to execution details. The longer time frame can also detract from managers' attention to strategic goals. Controls must be set to provide feedback and keep management abreast of external "shocks" and changes. The process of execution must be dynamic and adaptive, responding to unanticipated events (Malburg, 2000). According to Daft (2000), one major shortcoming of strategic implementation in organizations is a failure to translate statements of strategic purpose, into identification of those factors which are critical to achieving the objectives and the resources/competencies to ensure success. Al-Ghamdi (1998) identified barriers to strategy implementations which include; competing activities that distract attentions from implementing the decisions, changes in the responsibilities of key employers not clearly defined, Key formulators of strategic decisions not playing in active role, problems requiring top management not

communicated early enough, key implementation tasks and activities not sufficiently defined, information systems used to monitor implementations are inadequate and controllable factors in the external environment, among others.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

The chapter describes the research design used, data collection instruments and procedures, and the techniques for data analysis. The study focused on strategy implementation at the TSC in Kenya.

### **3.2 Research design**

The research was conducted through a case study design as it allows for in-depth contextual analysis. Kothari (1990) observes that a case study is 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. This study therefore is built on similar ground as it allowed the researcher to understand social reality in a subjective but scientific manner.

### **3.3 Data collection**

The researcher collected both primary and secondary data. Primary data was collected through interviews. An interview guide was used to guide the researcher in collecting data on challenges of strategy implementation at TSC. The respondents were drawn from the top level management and middle level managers based at TSC headquarters Nairobi, comprising of ten (10) interviewees. Secondary data on the other hand was obtained from the organization documents such as TSC strategic plans, Annual reports and other relevant documentations.

### **3.4 Data analysis**

Content analysis was used to analyze the data collected. According to Mugenda (1999), content analysis is the systematic qualitative description of the composition of the objects or materials of the study. It involves observation and detailed description of objects, items or things that comprise the study. The method allowed the researcher to learn and understand the underlying issues as well as get actual facts on strategy implementation, its challenges and ways of overcoming it.

## **CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION**

### **4.1 Introduction**

This chapter presents the results of the analysis of data collected through interviews with the top level management and middle level managers based at TSC headquarters Nairobi. The data was analyzed using content analysis based on meanings and implications emanating from respondents information and documented data. Specifically, it starts with the analysis of the personal information of the respondent and then proceeds to interpret results on the challenges of strategy implementation and how they have been addressed by the management at TSC in Kenya.

### **4.2 Research Findings**

This section represents the personal information about the interviewees at TSC in Kenya. This includes the employee's years worked at TSC, current position in the organization and current responsibilities. Many managers working in an organization do not work at the same level. They work and operate at different positions. Hierarchy of these managerial positions is called Levels of Management. The top level management has maximum authority and responsibility. They are the top or final authority in the organization. They are directly responsible to the Shareholders, Government and the General Public. The success or failure of the organization largely depends on their efficiency and decision making.

The researcher found out from the findings that most of the top and middle level managers based at TSC headquarters have worked for eight (8) years and above. The



researcher established that the current positions of the top managers in the TSC are the head of the organization. The top management consists of the Chairman, Commissioners (board), Chief Executive Officer (CEO), and Board of Directors (BOD). The top management is the ultimate level of authority. Further, these top level managers are primarily involved in organizational matters such as policy formulation, long range planning, goals and management of the implementation of organizational strategies. In general, the top management effectively deals with all elements and forces that affect the survival, stability and growth of an organization. The top management duty is to protect the integrity of the organization, so that it can survive for its own employees, the shareholders, consultants, suppliers and the customer`s interests and for the general good of the social and economic system within which it operates.

The researcher also found out the current position and roles for the middle level managers and established that the middle level management consists of the Head of Departments (HODs), Division Heads, County Directors, and the Section Heads. The Middle Level Management is selected by the Top Level Management. The middle level management gives recommendations (advice) to the top level management and also execute (implements) the policies and plans which are made by the top level management. It co-ordinates the activities of all the departments; they also have to communicate with the top level management and the lower level management. They spend more time in coordinating and communicating; they prepare short-term plans for their departments which are generally made for 1 to 2 years; the middle level management has limited authority and responsibility. They are intermediary between

top and lower management. They are directly responsible and answerable to the CEO and they require more managerial and technical skills and less conceptual skills.

### **4.3 Strategy Implementation Challenges encountered at TSC**

The study sought to determine the strategy implementation challenges encountered at TSC and the measures taken to address them.

#### **4.3.1 Major Strategic Changes that have occurred in the Last Five Years**

The study sought to find out the major strategic changes that have occurred in TSC in the last five years. The findings established that there were few major changes that had occurred in TSC in the last five years. The major changes noted were in the strategic planning practices which are normally reviewed after five years in the organization. The management and processing of the TSC payroll has been one of the most challenging functions due to the huge size of the workforce, manual processes, data corruption and geographical distribution of teachers. Loss of teaching time on average one week every month as teachers waited for salaries at the pay centres. This adversely affected curriculum delivery, and hence compromised the quality of education. The purpose of the change was to enable the TSC pay salaries and allowances by the last day of the month. The objectives were to enable teachers to spend more time on curriculum delivery; eradicate cases of loss of funds through misappropriation, mismanagement, and minimize operational costs and to improve the corporate image of the TSC.

Another major strategic change is computerization of processes at TSC to improve service delivery. The systems that were being implemented are Customer relationship

management system, Teachers online system, File tracking system, Biometric system among others. The main objective was to provide services efficiently and effectively to its clients who are mainly teachers. Another major change is decentralization of services to the county level. The main objective was to bring services closer to the clients and cut on the time wasted by teachers going all the way to the headquarters in Nairobi to sort out simple matters that would have otherwise been addressed at the county level.

#### **4.3.2 Involvement of employees at all levels of strategy implementation**

The study sought to determine whether the representatives of employees at all levels are involved before arriving at strategies to be implemented. The study found out that representatives of employees and a number of key stakeholders are involved before arriving at strategies to be implemented. These representatives of employees were identified as the CEO, BODs, HODs, Senior Deputy Directors, Deputy Directors, County directors Head of Divisions, Head of Sections among others are involved before arriving at the strategies to be implemented in the organization.

#### **4.3.3 How often feedback on strategy implementation was communicated to the employees**

The study sought to find out how often feedback on strategy implementation was communicated to the employees at TSC. The study established that feedback on strategy implementation is rarely given and in some cases given to certain cadre of employees. The development of a strategy can be a case for change, a new service, or a further development of an existing service and can involve major changes or relatively minor changes. But with any change, certain elements need to be in place.

Strategic communications means using corporate or institutional communications to create, strengthen or preserve, among key audiences, opinion favorable to the attainment of institutional/corporate goals. According to David (2003), the human element of strategic implementation plays a key role in successful implementation and involves both managers and employees of the organization. Both parties should directly participate in implementation decisions and communication that plays a key role in ensuring that this occurs. Business performance is influenced by this human element of strategic implementation.

#### **4.3.4 Means of Communication used to communicate the awareness of change upon strategy implementation**

The study sought to determine the means of communication the management uses to communicate the awareness of change upon strategy. The findings established that the means of communication used to create awareness of change upon strategy implementation at TSC were mainly through memos. Sometimes it is communicated through the company magazines. Top-down approach is used to communicate any changes that occur in the organization.

#### **4.3.5 Factors that influence the speed of strategy implementation and the extent to which the effects have been responded to**

The study sought to determine the factors that have influenced the speed of implementation of strategic change at TSC. The study further sought to know the extent to which the effects of such factors have been addressed. The findings established the factors as timeframe for implementing strategic change, employee training on information on strategic plans, employee participation in decision making,

employee involvement in the implementation of strategic plans and number of employees involved in the implementation stage. Political interference, availability of resources such as finances and the knowledge and skills of employees also influenced the speed of implementation greatly. The study further established that the successful implementation of strategy takes more time than its formulation. The execution of strategies by the management is dependent upon the time.

The researcher found out that the timeframe for implementing strategic change influenced the speed of strategy implementation to a great extent. According to Malburg (2000) findings the longer time frame can also detract from managers' attention to strategic goals. He recommended that controls should be set to provide feedback and keep management abreast of external "shocks" and changes. The process of execution must be dynamic and adaptive, responding to unanticipated events. According to the findings, the successful implementation of strategy takes more time than its formulation. The study findings recommend that more time should be dedicated in the implementation stage than the formulation stage hence all members involved should have limited time to set clear goals that should be implemented. Other factors that influence the speed of implementation of strategy change at TSC are the training of the teachers on information on strategic plans. This also influences the speed of implementation of strategic change at TSC because the majority of the members would not have a clear understanding of the strategies to be implemented. The study recommends creation of awareness and educational trainings that would enable the teachers and other members involved in the implementation of strategies be aware and have an understanding from the formulation process to the implementation stage. Availability of resources was also cited as one of the factors

that influenced the speed of strategy implementation at TSC and especially the decentralization strategy which required finances to develop structures at the county level. The management is in the process of sourcing for more funds from partners and government to facilitate the implementation process.

#### **4.3.6 How the resources were committed to facilitate the process of Strategy implementation**

The study sort to determine how the resources were committed to facilitate the process of strategy implementation at TSC and it established that the management of resources is unique to TSC in the sense that they are valuable, rare, non-imitable and durable. If TSC puts in place a management team with capability to manage these resources well, they will be able to support and sustain implementation of strategies better than other institutions hence becomes their competitive advantage overtime. TSC emphasizes that its firm resources are the fundamental determinants of competitive advantage and performance. The available resources such as finances are used to train employees to improve on their competencies and prepare them to adopt change resulting in improved performance.

TSC organization behavior is affected by external resources. The direct financial importance represented by the spending on external resources is always valid, and growing, but other factors are impacting the business and organizational performance even more. TSC is facing new challenges where external resources play a major role such as: search for efficiencies: TSC is searching for efficiencies by concentrating their resources in their core competencies and relying more and more on external ones to complement the whole range of services they are supposed to deliver. Dependence

on external resources through outsourcing is ever increasing. This is a reality to private as well as public organizations. The search for higher performance: TSC is facing increasing pressure from stakeholders and especially from their customers to improve lead times, quality, cost and flexibility.

#### **4.3.7 The attitude of employees towards change upon strategy implementation and how it has been managed**

The study sought to determine the attitude of employees towards change and implementation of strategies at TSC. The study further sought to determine what has been done to manage the attitude of employees towards strategy implementation. The study found out that the employees attitude towards organizational change was positive but weak, which could elicit some supportive behaviors. Some employees at TSC believe that change benefits all employees and would increase work efficiency, but they do not see themselves or their departments as contributors to this improvement. In addition, they hold moderate positive emotions of happiness, excitement, relief, and hope. However, they feel that certain changes such as computerization of processes would render them jobless and decentralization makes them anxious to know where their new work stations would be. Proper communication and awareness is needed to adequately prepare employees for any strategic change that occurs in the organization.

It was noted that the management organized several employees training and workshops to educate them on aspects related to strategy implementation and change thus giving them confidence and boosting their morale to embrace change. The interviewees indicated that a lot still needs to be done to manage the attitude of

employees towards strategy implementation. They encouraged more sensitization and awareness to be done in order to prepare the employees adequately and avoid unnecessary resistance to change upon strategy implementation.

#### **4.3.8 The extent to which institutional relationships and different strategy levels affects strategy implementation and how it has been addressed**

The study sought to determine the extent to which the institutional relationships among different units/departments and different strategy levels affect strategy implementation at TSC. The study also sought to determine what has been done to address the effects on implementation of strategic plans. The interviewees indicated that institutional relationships among different units/departments and different strategy levels play a major role in the outcome of strategy implementation. It was noted that there is a lot of conflicts between different departments. Inter-functional structures and processes, corporate-business unit relationships and processes are a major influence on strategy implementation at TSC. In addition, allocation of resources, functional competencies, inter-functional conflict, decision-making participation and influence, and coordination also have had different effects on the implementation of various kinds of strategies at TSC. Implementation effectiveness is negatively affected by conflict and positively affected by interpersonal communication and not written. Such interdepartmental dynamics are affected by senior management support, informal integration and joint reward systems.

The findings revealed that TSC use a proactive approach to crises management during strategy implementation in the organization. However, they lack knowledge about strategic actions such as integrating crises management into strategic process,



integrating crises management into statements of corporate excellence, creating crises management teams and including external expertise. The organizations did not have a crisis management plan either. The researcher recommended inclusion of competent public relations officers to perform all functions including crises management, training and workshops in crises management, and executive development programmes.

#### **4.3.9 The level of employee involvement in the implementation process**

The study sought to determine how the interviewees would rate the level of employee involvement in the strategy implementation process. The findings established that the employees are to a moderate extent involved in the implementation of the strategies. Strategic implementation involves planning and executing strategies related to process changes. In organizations, this type of implementation helps ensure that changes occur appropriately across all departments and teams within the organization. On both a macro level, which involves the entire organization, and a micro level, which focuses on each individual within the organization, change needs to be well-thought-out and communicated effectively to be successful. Strategic implementation processes require the work and attention of employees and managers at all levels within an organization, especially when the changes occur in an organizational environment. Because the implementation process has the potential to impact a wide range of duties and responsibilities, employees need to have a thorough understanding of their responsibilities during the process and afterward.

#### **4.3.10 The reward system put in place to motivate employees towards successful implementation of strategies**

The study sought to determine the reward system put in place to motivate employees towards successful implementation of strategies at TSC. The researcher found out that there is no reward system put in place to motivate employees towards successful implementation of strategies at TSC. All the respondents conquered that there is none that exists. TSC should therefore put in place an effective reward system. Reward should be tied to achievement of an objective in order to motivate employees and make them feel appreciated. TSC should involve all the representatives of employees in developing one. Involving all employees (or representatives from different positions) will encourage communication between employees and management about the rewards process. Employees must see the rewards as attainable in order for them to engage in the necessary effort to obtain them. Also, providing the employees with a dashboard where they can view their performance in real time will allow them to accurately assess their own performance and have realistic expectations for rewards.

#### **4.4 Discussion**

Although change may be an inevitable part of an organization, it is not always embraced with open arms by stakeholders. Workers may be hesitant to leave the familiarity of their comfort zone or fear that they won't be able to adapt to the change. While the short-term effects of change can sometimes be painful, it can have a positive impact on an organization's success in the long run. Change can help an organization stay current with industry trends. Strategic changes in an organization have the potential to create new opportunities, encourage innovations, increase

efficiency and improve attitudes of the employees. These strategic changes have impacts towards the employees such as loss of loyalty, increased time away from work and life changes.

TSC like many other organizations is faced by challenges as they implement new strategies hence failing to achieve their long term goals. Identifying such challenges is the first step in helping the organization to deal with them. All respondents said that the pace at which change was implemented was slow and this may influence the desired result which was expected to be achieved by a certain time and therefore the organization needs to put in place all factors in order to increase the pace at which change takes place. The various factors which the interviewees cited as slowing the pace of implementation were; resource constraints (both financial and human), bureaucracy, political interference, lack of coordination, poor communication, lack of motivation and relevant expertise among others.

## **CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS**

### **5.1 Introduction**

This chapter is a synthesis of the entire document and contains summary of findings, the conclusions, policy recommendations and recommendations for further studies.

### **5.2 Summary**

The study inquired on the challenges encountered by TSC in strategy implementation and the measures they take to address them. The major strategic changes that have occurred in TSC in the last 5 years that the interviewees noted was in the strategic planning practices which are normally reviewed after five years in the organization. The major strategic changes include computerization of processes, decentralization of services to the county level, capacity building among others. The management and processing of the TSC payroll has been one of the most challenging functions due to the huge size of the workforce, manual processes, data corruption and geographical distribution of teachers. Loss of teaching time on average one week every month as teachers waited for salaries at the pay stations. This adversely affected curriculum delivery, and hence compromised the quality of education. The purpose of the change was to enable the TSC pay salaries and allowances by the last day of the month. The objectives were to enable teachers to spend more time on curriculum delivery; eradicate cases of loss of funds through misappropriation and mismanagement and minimize operational costs and improve the corporate image of the TSC.

On the involvement of employees at all levels of strategy implementation, the study found out that representatives of employees, a number of key stakeholders are involved before arriving at strategies to be implemented. These representatives of employees were identified as CEO, BOD, Finance Managers, Purchase Managers and County Directors among others. It was found out that feedback on strategy implementation communicated to the employees at TSC was rarely done. The key for communicating strategy is to be able to align the extent and scope of the change and the approaches of implementation with the values and principles outlined in the related policy document.

In addition, the study established that the main means of communication used to create awareness of change upon strategy implementation at TSC were memos done through top-down communication approach. In a top-down approach an overview of the system is formulated, specifying but not detailing any first-level subsystems. The findings further determined the factors that affect the speed of strategy implementation as timeframe for implementing strategic change, employee training on information on strategic plans, employee participation in decision making, employee involvement in the implementation of strategic plans, number of employees involved and the availability of resources. The study further established that the successful implementation of strategy takes more time than its formulation. The execution of strategies by the management is dependent upon the time.

The study established that the duration strategy formulation takes, to a great extent influences the speed of implementation of strategy change at TSC. According to the findings, the successful implementation of strategy takes more time than its formulation. Availability of resources such as finances and the knowledge and skills

of employees also influences the speed of implementation greatly. Other factors that influence the speed of implementation of strategy change at TSC are the training of the teachers on information on strategic plans. This also influences the speed of implementation of strategic change at TSC because the majority of the members would not have a clear understanding of the strategies to be implemented and the skills required to implement certain strategies. Strategies such as computerization of processes and incorporation of information systems in the primary school curriculum was faced by challenges like lack of skills by the teachers themselves to train the pupils hence affecting the speed of implementation.

TSC management has taken certain measures to address the challenges faced during implementation. These measures are; sourcing for more funds from partners and government to aid implementation of strategies, training of staff and creating awareness before change occurs among others. The study findings recommend that more time should be dedicated in the implementation stage than the formulation stage hence all members involved should have limited time to set clear goals that should be implemented.

Moreover, the study sort to determine how the resources are committed to facilitate the process of strategy implementation and it established that the management of resources is unique to TSC in the sense that they are valuable, rare, non-imitable and durable. If TSC puts in place a management team with capability to manage these resources well, they will be able to support and sustain implementation of strategies better than other institutions hence becomes their competitive advantage overtime. TSC emphasizes that its firm resources are the fundamental determinants of competitive advantage and performance.

The study found out that the employees attitude towards organizational change was positive but weak, which could elicit some supportive behaviors. Some employees at TSC believe that change benefits all employees and would increase work efficiency, but they do not see themselves or their departments as contributors to this improvement. In addition, they hold moderate positive emotions of happiness, excitement, relief, and hope. However, they feel that certain changes such as computerization of processes would render them jobless and decentralization makes them anxious to know where their new work stations would be. Proper communication and awareness is needed to adequately prepare employees for any strategic change that occurs in the organization.

It was noted that the management had organized several employees training and workshops to educate them on aspects related to strategy implementation and change thus giving them confidence and boosting their morale to embrace change. The interviewees indicated that a lot still needs to be done to manage the attitude of employees towards strategy implementation. They encouraged more sensitization and awareness to be done in order to prepare the employees adequately and avoid unnecessary resistance to change upon strategy implementation.

The interviewees also indicated that institutional relationships among different units/departments and different strategy levels play a major role in the outcome of strategy implementation. There is need to bring the departments to work together with the understanding that their departmental goals and objective all work towards the achievement of the overall organizational goal. The findings revealed that TSC use a proactive approach to crises management during strategy implementation in the organization. They lack knowledge about strategic actions such as integrating crises

management into strategic process, integrating crises management into statements of corporate excellence, creating crises management teams and including external expertise. The organizations did not have a crisis management plan.

The researcher found out that the employees are to a moderate extent involved in the implementation of the strategies. Strategic implementation involves planning and executing strategies related to process changes. In organizations, this type of implementation helps ensure that changes occur appropriately across all departments and teams within the organization. On both a macro level, which involves the entire organization, and a micro level, which focuses on each individual within the organization, change needs to be well-thought-out and communicated effectively to be successful. Employees are assets who need to grow by learning, improving their skills and providing direct feedback. Sustainable change is only achieved when the employees are engaged, and the change brings strides towards a learning organization that has put in place the processes and mechanisms to achieve its goals and vision.

The findings revealed that there is no reward system put in place to motivate employees towards successful implementation of strategies at TSC. Therefore there is need to put one that involves all employees in the development, implementation and revision of reward programs. Involving all employees (or representatives from different positions) will encourage communication between employees and management about the rewards process. It will also ensure that both employees and upper management are onboard with the reward system.



### **5.3 Conclusion**

Strategic planning is a sequence of analytical and evaluative procedures that are followed to formulate an intended strategy and the means of implementing it. Approaches to strategic planning range from top-down, bottom-up and negotiated approach. Such processes may take the form of highly systematized step-by-step chronological procedures involving many different parts of the organization hence the rational approach to strategic planning characterized by variables such as degree of formality, approaches, source of power, level of participation, frequency of reviews and degree of flexibility.

Strategic planning at TSC is formal and the top management controls the process. The key steps in strategic planning process at TSC are: Development of corporate identity (logo); Setting the vision and mission statements; Development of commission objectives; Training of participants on principles of strategic planning; Carrying out service area Strengths, Weaknesses, Opportunities and Threats analysis and development of strategies; Brainstorming sessions and report writing; Stakeholders' forum; Budgeting and approval by CEO; Implementation, Evaluation and Control. The Commission has put in place a formal strategic planning process with annual evaluation and control mechanisms. Strategy development and strategic planning processes were carried out simultaneously by the top management that included the CEO, Commissioners, BOD, and heads of departments, divisions and sections. Strategic planning at the Commission takes place at the functional level before being adopted at the corporate level. Due to the nature and size of the Commission, the process faced a myriad of challenges ranging from limited funds, lack of technical personnel and external interference.

The study concluded that employee attitudes toward organizational change were positive but weak, which could elicit some supportive behaviors. Employees hold ambivalent cognitions; they believed that change benefits all employees and would increase work efficiency, but they do not see themselves or their departments as contributors to this improvement. Moreover, employees hold moderate intentions to support the change passively by complying with, and showing acceptance of change. They also feel that certain changes such as computerization of processes would render them jobless. Therefore, more sensitization and awareness should be done in order to prepare the employees adequately and avoid unnecessary resistance to change upon strategy implementation.

#### **5.4 Recommendations**

On strategy implementation, the study recommends the organization to minimize political interference in implementation of strategic plans, educate the staff on its policy documents, increase stakeholder collaboration, additional funds in strategic plan implementation and facilitate the staff better in areas such as transport especially during implementation. The organization also needs to work on its resource allocation which is managed poorly. The organization also needs to authenticate information brought for appraisal and also put a reward system in place to motivate the employees. The study recommends creation of awareness and educational trainings that would enable the teachers and other members involved in the implementation of strategies be aware and have an understanding from the formulation process to the implementation stage. The study recommends that controls should be set to provide feedback and keep management abreast of external “shocks” and changes. The process of execution must be dynamic and adaptive, responding to unanticipated

events. The study recommends that inclusion of competent public relations officers to perform all functions including crises management, training and workshops in crises management, and executive development programmes.

### **5.5 Limitation of the study**

The researcher was met with various challenges when conducting the research that included the fact that most managers were out of office on official matters or were held up in meetings most of the days set for interview. Some of the interviewees also did not find the subject to be of interest. Additionally, some respondents would not want to give the information as they did not trust the assurance by the researcher that it was confidential and purely for academic purpose. The respondents being normally very busy people may not have found a lot of time to be interviewed and would re-schedule the meeting several times and since the research was conducted through open-ended interviews, a large amount of time was needed to collect information from the respondents. Time limitation made it impractical to include more respondents in the study. This study was also limited by other factors in that some respondents may have been biased or dishonest in their answers. More respondents would have been essential to increase the representation of the firm team in this study and allowed for better check of consistency of the information given. However, the researcher did look for contradictions in the information given and no inconsistency were found.

## **5.6 Suggestions for further research**

Influence of the challenges of strategy implementation at TSC involves organization, management, employees and the environment as a whole. Thus, in understanding the challenges of strategic implementation process and how it works, a general knowledge of the organization, its internal and external environments and management is required. Strategic implementation is a relatively new innovation in the public sector in Kenya and some of the private sector. This process involves the understanding by the management and employees of an organization in order to be effective and the involved individuals would be able to understand the challenges and the ways to address these challenges in the event they come. There is therefore room for a similar study to cover different firms from the public sector on the effectiveness of strategy implementation in Kenyan public organizations.

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# APPENDICES

## APPENDIX I: LETTER OF INTRODUCTION



**UNIVERSITY OF NAIROBI**  
**SCHOOL OF BUSINESS**  
**MBA PROGRAMME**

Telephone: 020-2059162  
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Nairobi, Kenya

DATE 26<sup>th</sup> June 2014

**TO WHOM IT MAY CONCERN**

The bearer of this letter EVERLYNE JEBET KEITANY

Registration No. D6116012012013

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**  
**MBA ADMINISTRATOR**  
**SCHOOL OF BUSINESS**



## **APPENDIX II: INTERVIEW GUIDE**

### **Goals of the interview process**

The main goal of the interview process is to determine the challenges of strategy implementation at TSC and how the challenges have been addressed.

### **Interview Questions**

The following sections provide sample questions that are intended to facilitate interviewing of TSC staff for the collection of data that is relevant to the area of study which will be used in evaluating challenges to strategy implementation at TSC.

#### **Section I: Personal information**

1. For how long have you worked at TSC?
2. What is your current position in the organization?
3. What are your current responsibilities?

#### **Section II**

Following is a list of questions designed to gather information relating to strategy implementation challenges encountered at TSC.

1. Are there any major strategic changes that have occurred in TSC in the last 5 years? If yes, enumerate a few.
2. Were representatives of employees at all levels involved before arriving at the strategies to be implemented?
3. How often is feedback on strategy implementation communicated to the employees?

4. What means of communication does the management use to communicate the awareness of change upon strategy implementation?
5. What factors may have influenced the speed of implementation of strategic change.
6. Were the concerns of stakeholders taken into consideration before implementing the strategic change?
7. What were the major challenges which were encountered in the process of strategy implementation?
8. How has the management reacted to strategy implementation challenges that exist?
9. How would you rate the level of management involvement in strategy implementation?
10. To what extent were the employees committed to strategy implementation process?
11. What factors may have influenced the speed of implementation of strategies?
12. To what extent have you responded to the effects of such factors?
13. How were resources committed to facilitate the process of strategy implementation?
14. What is the attitude of employees towards change and implementation of strategies?
15. What has been done to manage the attitude of employees towards strategy implementation?
16. What extend does the institutional relationships among different units/departments and different strategy levels affect strategy implementation?
17. What has been done to address such challenges in 16 above?

18. How would you rate the level of employee involvement in the strategy implementation process?

19. Has TSC put in place a reward system to motivate employees towards successful implementation of strategies?

20. If yes, does the reward system influence employees in managing change that come with strategy implementation?