STRATEGY IMPLEMENTATION AT THE TEACHERS SERVICE COMMISSION IN KENYA

BY

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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 the University supervisor

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DEDICATION

I dedicate this work to my family and friends for their moral and financial support and in so many occasions I depended on them for guidance. To them I owe much to the completion of this program.

ABSTRACT

Strategy is concerned with harnessing an array of opposites and seeming contradictions-the long term and the short term; vision and execution, external relationship and internal operations and economic constraints and social purpose (Wilson, 2008). Public service organization are not for profit making but are formed to offer public services, they too like private firms have strategies to better their operations and service delivery. The idea of a strategy in view of a public organization is to improve performance in terms of offering efficient and effective services to the public of a country. Recently there has been deliberate move by the Kenya government to implement numerous strategies designed to achieve vision 2030 inched in the three pillars which includes social, economic and political. The country envisions being a middle level income by the year 2030. With this vision the country follows a multi-pronged approach in reaching this milestone. Organization has been tasked with autonomous authorities to develop and implement their visions and missions and develop strategies in line with new public management initiative and the countries vision. Bowman and Asch (1987) noted that Strategy implementation is crucial to effective strategic management. It is the management responsibility to ensure that an appropriate strategy is both formulated and implemented for without the latter, precise formulation is of little use to the organization. The importance of people in the implementation process should never be underrated. An organization may develop brilliant strategy to achieve its goals, but without proper execution is like a football field without goal posts. Improved performance can only be realized when strategies formulated are fully implemented. Successful strategy implementation is paramount to an organization to achieve its long term goals; success is generally measured by an organizations ability to implement its strategies on time. In order to implement strategies successfully an organization has to be holistic in its approach to its main function and all stakeholders; it is with this reason that an organization has to develop elaborate programs and procedures to guide managers in strategy implementation. The objective of this study is therefore to evaluate strategy implementation at teachers service commission its challenges as well how to address them effectively. A case study was used to achieve the research objective, primary data was collected using interview guide and administered to directors of seven departments in TSC to familiarize with the questions and later personal interview was conducted with the respondents to fill up the interview guide. The study established that TSC is moderate in execution of its strategies considering challenges that it faces has a public organization. The study further noted that TSC faces both internal and external challenges in implementation process. These included lack of inadequate resources, poor communication, lack of strategy-structure and culture fit, ineffective leadership, low employee morale, organization politics, stakeholders interferences and industrial actions. The study provides possible remedies to future challenges in order to ensure successful strategy implementation in TSC.

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LIST OF ABBREVIATIONS

CEO   -Chief Executive Officer

DICECE   -District Centre for Early Childhood Education

ECDE   -Early Childhood Development Education

KEPSHA   -Kenya primary school heads association

KESHA   -Kenya Secondary Heads Association

KNUT   -Kenya National Union of Teachers

KUPPET   -Kenya Union of Post Primary Education Teachers

MOE   -Ministry Of Education

MOHEST   -Ministry of Higher Education Science and Technology

NGOs   -Non-Governmental organizations

TIVET   -Technical, Industrial, Vocational, and Entrepreneurship Training

TSC   -Teachers Service Commission

CHAPTER ONE: INTRODUCTION

1.1 Background of the study

An organization's strategy must be appropriate for its resources, circumstances and objectives. The process involves matching the companies' strategic advantages to the business environment the organization faces. One objective of an overall corporate strategy is to put the organization into a position to carry out its mission effectively and efficiently. A good corporate strategy should integrate an organization's goals, policies, and action sequences (tactics) into a cohesive whole. Organizations employ strategic planning as a way of moving towards their desired future state. Strategic planning, more than anything else, is what gives direction to an organization (Mintzberg, Quinn & Ghoshal, 2009)

Overall the role of ideology in the development of strategy in the public sector is probably greater than that in commercial organizations Johnson and Scholes (1993) Strategic management has to accept the restrictions that ensue from these three basic facts about public provision of services. Given these, what would then strategic management signify? Strategic management belongs to the rational theory of organization and it shares with other approaches within this branch the weakness that it cannot be said to be highly descriptively accurate. It is easy to point out that strategic management is political, raises much resistance and may end in organized chaos. Strategic management provides overall direction to the enterprise and involves specifying the organization's objectives, developing policies and plans designed to achieve these objectives, and then allocating resources to implement the plans. Thompson and Strickland (2007) opined that strategic management focuses on the total enterprise as well as the environment in which it

operates, the direction management intends it to head, management's strategic plan for getting the enterprise moving in that direction and the managerial task of implementing and executing the chosen plan successfully. According to Ansoff (1987) strategic management is concerned with the broad, long term future of an organization and the way it will prepare for change to the extent that change is perceived as being a necessary prerequisite of future continued success.

A public service is not merely a business area as with a multi-purposes firm in the market. First, it is an activity undertaken by a political body, governed often through democratic politics. Second, its provision is regulated in public law documents, meaning that the civil servants or bureaucrats providing these services have to act within the framework of rule of law. Third, many of these services are partly or wholly financed by taxes, that is, by means of the budget Lane and Wallis (2009). Many public-sector organizations are in monopoly or quasi-monopoly situations and they may be in these situations because they provide services which are required by the public but are difficult to provide through market mechanisms. Their role in providing public service is problematic from a strategic point of view because they may not be able to specialize, and may not be able to generate surpluses from their services to invest in development. In the public sector the notion of competition is often different. It is usually competition for resources inputs; therefore the need to demonstrate value for money in outputs becomes particularly important. Indeed many of the development in management practices in the public sector, such as changes to internal market, performance indicators, competitive tendering and so on are attempts to introduce elements of competition in order to encourage improvement in value for money.

1.1.1 Concept of the strategy

A strategy of an organization describes the way that organization will pursue its goals, given the threats and opportunities in the environment and the resources and capabilities for the organization. Chandler (1962) "Strategy is 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" Strategy is the direction and scope of an organization over the long-term which achieves advantage for the organization through its configuration of resources within a changing environment to fulfill stakeholder's expectations (Johnson and Scholes, 2005).

Strategists are the individuals who are most responsible for the success or failure of an organization. According to Ansoff and McDonnell (1990), it is through strategies that a firm will be able to position and relate itself to the environment to ensure its continued success and also secure itself from surprises brought about by the changing environment. He further argues that this can be done by firstly, positioning of the firm through strategy and capability planning in its rightful competitiveness, and secondly, use of real time response through issue management and thirdly, Systematic management of resistance during strategic implementation (Ansoff and McDonnell, 1990).The term strategy has further been defined as the organization mission, fundamental purposes, overall corporate objectives and basic policies. strategies are therefore short-term and long term effective organizational goals in both competitive and non-competitive environments. Strategies are a paradigm, which means that at some envisaged focal point or vision, the different activities of the strategies would begin to add up towards the mission.

1.1.2 strategy implementation

Strategy implementation involves operationalizing of strategy by efficiently and effectively matching structure, culture, policies and leadership to strategy and institutionalizing the strategy, building a capable team, providing leadership and allocating resources to strategically critical activities and where possible a system to reward achievements (Yabs, 2007). 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 less attention than strategy formulation or planning (Alexender, 1991). 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 (Noble, 1999). 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, as Noble (1999) notes. Strategy implementation as got numerous challenges that as to be overcome by the implementers if the strategy as to be achieved in totality, 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. Swartz (1995) argues that the challenge to management is that it might need to recruit, select, train, discipline, transfer, promote and possibly even lay off employees to achieve the organizational strategic objectives. A study of 12 companies by Beer and Einsenstat (2000),

found among others six challenges to realizing a strategy that they coined "six killers of strategy", these are: Top down or laissez-fare senior management style (9 of 12), Unclear strategy and conflicting priorities (9 of 12), An ineffective senior management team (12 of 12), Poor vertical communication (10 of 12), Poor coordination across function, business, or borders (9 of 12), Inadequate down the line leadership skills and development (8 of 12)

Employees saw the overall problem rooted in fundamental management issues of leadership, team work and strategic direction not in the commitment of people or their functional competence. Successful implementation needs more than a leader; it requires team work from a leadership group that through dialogue and collaboration stays connected with the knowledge embedded in lower level.

1.1.3   Education Sector in Kenya

The education sector comprises of ministry of education (MoE) and ministry of higher education, science and technology (MoHEST). The role of MoE is to provide quality education and training for all Kenyans, while the role of MoHEST is to formulate, promote and implement; higher education policies and strategies; science technology and innovation policy and strategy and strategies; technical, industrial, vocational, and entrepreneurship training (TIVET) policy and strategy.

According to cheserek and mugalavai (2012) Kenya's education sector has achieved many milestones since independence. however due to challenges of high population and unsustainable utilization of resources, Kenya is faced with many challenges that require urgent reforms to be able to sustain the ever increasing demand for education; free and compulsory education; and education for industrialization in line with the vision 2030 and constitution 2010 current Kenyan

policy espouses universal education, with equal opportunity for all. Education sector receives the biggest share of government allocation in order to cater for its ballooning budget because the ever expanding education needs in Kenya. Kenya currently uses the 8.4..4 system of education which is eight years in primary level ,four years in secondary level and four year in university level. This system has been with a lot of challenges and therefore the need by stakeholders recently to try and change to a new system that will go along with the vision 2030. Kenya can revert back to the old British system 7.4.2.3 or use the newly proposed 2.6.3.3.3 system.

Teacher education in Kenya is provided to meet the demands of following levels: pre-primary, primary, secondary and tertiary level. The institutes offering training include: ECDE and DICECE training centers, primary teacher education colleges, diploma teacher education colleges and the universities.

1.1.4   Teachers Service Commission.

Teachers Service Commission (TSC) is a body corporate established on 1st July 1967 by act of parliament cap 212, laws of Kenya (Legal notice of No. 2 of 1967 section (14) of the 1st schedule of in the TSC Act provides that "the commission may with the consent of the minister employ such officers, servants or agents as may appear to it to be necessary for efficient discharge of its functions. The commission employs secretariat staff to perform teacher's management functions which include registration, recruitment, deployment, remuneration, promotion and discipline of teachers. It also maintains teacher's standard.TSC has now developed into a dynamic organization that managers 270,000 teachers serving in over 22,000 public institutions. It has over 3000 secretariat staff stationed at the headquarters, 47 counties and 86 TSC units.

Teachers Service Commission effectively serves over 270,000 teachers who are geographically distributed all over the country serving in over 17,000 primary schools and 3,000 secondary schools and related tertiary institutions. To serve them all the Commission has established units at all provincial and district levels as per the recommendations of the National Committee on Educational Objectives and Policies of 1976. The Commission shall keep under review the standards of education and training of persons entering the teaching service and the supply of teachers and shall advice the national governments on matters relating to the teaching profession. In order to remain focused on the needs of its clients and respond to environmental changes, the Commission has defined its vision and mission as: "Effective Service for Quality Teaching" and its mission being:

1.2 Research problem

A definition of strategy implementation provided by Guohui and Eppler(2008) defined implementation as a dynamic, iterative and complex process, which is comprised of a series of decisions and activities by managers and employees – affected by a number of interrelated internal and external factors – to turn strategic plans into reality in order to achieve strategic objectives. As mentioned by many researchers, a brilliantly formulated strategy does not have any value if it is not put into practice.

This research will contribute to the body of knowledge in the area of strategy implementation. It's often argued that more research has been carried out in the area of strategy formulation than on its execution, despite the neglect by academicians and consultants more challenges are experienced in practice in the course of strategy implementation. To put the formulated strategy into practice a number of actions on different levels of the organization are needed. According to

Hill and Jones (1999), the main components of the process for strategy implementation are the design of governance and ethics, the organizational structure, the organizational culture, and the organizational controls this study seeks to advance knowledge on strategy implementation process, its challenges and possible ways to manage them around these components.

The study in order to understand the importance of strategy implementation and its challenges sought the inputs of strategy makers in teachers' service commission. Every manager is a strategy maker or strategy implementer for the areas they have authority (Thompson and Strickland, 1992). Once implemented, the results of the strategy need to be measured and evaluated, with changes made as required to keep the plan on track. Control systems should be developed and implemented to keep the firm on track. Strategy implementation requires the presence of certain requirements. These include factors that emanates from the external environment and factors emanating from internal environment.

In their research, Bartlett and Ghoshal (1987) found that in all the companies they studied "the issue was not a poor understanding of environmental forces or inappropriate strategic intent. Without exception, they knew what they had to do; their difficulties lay in how to achieve the necessary changes". Strikingly, organizations fail to implement about 70 per cent of their new strategies (Miller, 2002). This study will explore successful strategy implementation, challenges to strategy implementation and suggested remedies to such challenges as well as the link between strategic implementation to organization performance. How does TSC implement strategies?

1.3 Research objectives

The research objectives are:

1) To identify strategy implementation process at TSC.

2) To identify challenges facing strategy implementation at TSC.

1.4 Value of the study

The study would be of great importance to teachers' service commission on implementation of their policies and programs as it leads into understanding factors that affect implementation process as well as their challenges this will enable policy makers institute better and effective implementation strategies. This study will also be of benefit to the ministry of education, trade unions, county governments and other public institutions that have similar operations as teachers' service commission.

The study would also be useful to the entire region with similar organization as Kenya teachers' service commission and with similar predicament as being the largest employers with diverse stakeholders. The study will reinforce their understanding of strategic challenges facing such an organizations and possible remedies to deal with them. The study has contributed to the existing pool of literature and will be useful to future researchers and scholars as a reference material in buildup of knowledge in areas touching strategy implementation and challenges towards its execution.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

In this chapter, past literature that exists on strategies, strategic management, strategic implementation and performance will be summarized and used to gain more insight on the topic of study and what others have said on the same topic. First a theoretical foundation of the study is looked into before literature review on strategy implementation and challenges affecting implementation, as well as managing those challenges.

2.2   Theoretical foundation of the study

Strategy does not exist in a vacuum, and has both an influence on and is influenced by the culture of the organization, its structure and the people it employs. How you want people to act is driven by strategy: how they actually act depends on reward systems, control mechanisms, and the climate of the organization. Strategy management has to get all these things in harmony, and ensure that the strategy the organization is following is appropriate. An implementation effort is ideally a boundary less set of activities and does not concentrate on implications of only one component, e.g. the organizational structure. It is of great importance to integrate soft facts as well in the reflection of the implementation process. It is the consideration of soft and hard facts together that ascertains that cultural aspects and human resources receive at least the same status as organizational aspects. Altogether, such an integrative interpretation allows an important scope of development for implementation activities (Sagini, 2007).

Recently there has been a resurgence of interest in the role of the firms' resources as the foundation for firm strategy. Resource-base theory is important to the ultimate implementation of the organization strategy. Proponents of the resource-based view generally assume that there is a strong link between having strategic resources and firm performance (Coff, 1999) According to Barney and Hesterly (1996), the core principle of the resource-based view is that resources and capabilities can vary significantly across firms, and that these differences can be stable. If resources and capabilities of a firm are mixed and deployed in a proper way they can create competitive advantage for the firm. Harmonizing the exploitation of existing resources with the development of the resources and capabilities for competitive advantage in the future is a subtle task. To the extent that capabilities are learned and perfected through repetition, capabilities develop automatically through the pursuit of a particular strategy. The essential task, then, is to ensure that strategy constantly pushes slightly beyond the limits of the firms capabilities at any point of time. This ensures not only the perfection of capabilities required by the current strategy, but also the development of the capabilities required to meet the challenges of the future. The idea that, through pursuit its present strategy, a firm develops the expertise required for its future strategy is referred to by Hiroyuki Itami as "dynamic resource fit" Grant (1991). The theory of dynamic capabilities, which according to contribution made by Teece et al. (1997) argue that dynamic capabilities enable organizations to integrate, build, and reconfigure their resources and competencies and, therefore, maintain performance in the face of changing business environments. Empirical testing concerning the influence of dynamic capabilities on firm performance has been hampered by difficulties regarding their description, operationalization and measurement and by their assumed tautological relationship with firm performance

2.3 Strategy implementation and performance of an organization.

Strategy implementation is the process by which strategies and functional policies are put into action through the development of actions plans, goals, programmes, budgets, procedures, structures, cultures, motivation, communication, leadership, allocation of resources, working climate and enforcement. In other words, strategy implementation is inward looking and calls for the use of managerial and organizational tools to direct resources towards accomplishing strategic results. Strategy implementation is said to be successful if the organization achieves its missions and objectives through the envisaged functional policies (Sababu, 2007).The key to successful implementation are to unite the total organization behind the strategy and to see that every relevant activity and administrative task is done in a manner that tightly matches the requirement for first –rate strategy execution (Thompson and Strickland 1992).

Hussey (1998) stated that action must be the end product of planning, for without actions planning is a pointless and empty activity. All the benefits of mental simulation, careful analysis, the integration of a more facts into decision making, and of the involvement and greater participation of managers in defining the future of the company–become ghostly shadows that lack substance and vanish in the harsh light of reality. No company anywhere in the world has ever added a single penny to its profit from making plans: the rewards are only realized when plans are implemented. Although there has been a considerable research into the success and failure of planning system, much less attention has been given to the implementation of strategy. Bonoma (1984) suggests that when a company finds that its strategy as not produced the right

outcome, it is as likely to assume that the strategy is wrong as it is to recognize that the problem may have been a failure to implement this often lead to change of a perfectly appropriate strategy, which is hardly the way to effective strategic management. For all the energy and resources invested in the pursuit of the perfect strategy, it's surprising to consider how little effort is directed towards implementation. Most strategies stumble in the implementation phase, regardless of their merit. Managing the process of implementation is often more difficult than coming up with the strategy in the first place but ideas that cannot be translated into action serve little purpose (Allio, 2005).

According to Hill and Jones (1999) the main components of the process for strategy implementation are the design of governance and ethics, the organizational structure, the organizational culture, and the organizational controls .As effective public managers know organizations move into the future by decisions and actions not by plans if plans are not implemented in a very purposeful way then the strategies will not take hold no matter how compelling and or inspiring the planning process. Strategic management must provide for the implementation of strategies through vehicles such as action plans, budgeting process, performance management system, change in organization structure and programs and project management. These and other "management levers" are used by effective managers to drive-macro-level strategies down into organization to ensure that major decisions are designed to advance these strategies or at the very least are consistent with them

A major part of an organization strategy for attaining its objectives concerns how the organization is structured. The structure of an organization is reflected in how groups competes

for resources, where responsibilities for profits and other performance measure lie, how information is transmitted, and how decisions are made. In addition to clarifying and refining strategy through the delegation of authority and responsibility, the structure of the organization can either facilitate or inhibit strategy implementation (Byars, 1991). John and Richard (1982) posited that Successful strategy implementation depends in large part on the firms' primary organizational structure. That structure identifies key activities within the firm and the manner in which they will be coordinated to achieve the firms' strategic purpose. A primary organizational structure comprises the firms' major elements, components, or differentiated units. Such a structure portrays how key tasks and activities have been divided to achieve efficiency and effectiveness.

Managers find it difficult to think through the relationship between a firm's culture and the critical factors on which strategy depends. They quickly recognize, however, that key components of the firm- structure, staff, systems, people, style- influence the ways in which key managerial task are executed and critical management relationship are formed. And implementation of a new strategy is largely concerned with adjustment in these components to accommodate the perceived needs of the strategy. Consequently, managing the strategy-culture relationship requires sensitivity to the interaction between the changes necessary to implement the new strategy and the compatibility or "fit" between those changes and the firm culture (John Richard 1982).

Byars (1991) also observed that a critical ingredient in strategy implementation is the skills and abilities of the organization leaders. A leader is an individual who is able to influence

employees' actions and decisions. Another area of interest in organizational leadership is the complementary relationship between manager selection and organization strategy. Many contend that without a linkage between manager selection and strategy, an organization risks either sacrificing a well planned strategy to a manager who is ill suited to implement or hiring a key manager without a clear rationale for a particular choice. The primary dependent variable in Noble and Mokwas (1999) study is implementation success, which they define as the extent to which an implementation effort is considered successful by the organization. At the individual level, role performance is a critical outcome which they define as the degree to which a manager achieves the goals and objectives of a particular role and facilitates the overall success of the implementation effort. Noble and Mokwas findings suggest that 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 (Guohui and Epper 2008).

Another component to achieving successful implementation is motivation. Thompson and Strickland (1992) asserted that the conventional view is that a manager's plan for strategy implementation should incorporate more positive than negative motivational elements because when cooperation is positively enlisted and rewarded, people tend to respond with more enthusiasm and effort. A manager has to do more than just talk to everyone about how important strategy implementation is to the organization future well-being. Talk, no matter how inspiring, seldom commands peoples best effort for long. To get employees sustained, energetic commitment, management almost always has to be resourceful in designing and using incentives. The more the manager understands what motivates subordinates and the more he or she relies on

motivational incentives as a tool for implementing strategy, the greater will be employees' commitment to carrying out the strategic plan. Both, strategy commitment and role commitment, were shown to influence role performance

The execution of strategy ultimately depends on individual organizational members particularly key managers. And motivating and rewarding good performance by individuals and organizational units is key ingredient in effective strategy implementation. If strategy accomplishment is a priority is a top priority, then the reward system must be clearly and tightly linked to strategic performance (John and Richard 1982). The only dependable way to keep people focused on strategic objectives and to make achieving them "a way of life" throughout the organization is to reward individuals who achieve targets and deny rewards to those who don't. for strategy implementers,' doing a good job" needs to mean" achieving the agreed –on performance targets." Any other standard undermines implementation of the strategic plan and condones the diversion of time and energy into activities that don't matter much. The pressure to achieve the targeted strategic performance should be unrelenting (Thompson and Strickland 1992).

Communication is critical component in the implementation process as noted by Sababu (2007) that in organization strategy implementation, communication flows in three directions, downward, upward and lateral. Downward communication is the transmission of information from managers to their juniors, upward communication happens when junior employees communicate their ideas, suggestions, comments and complaints to the management, while

lateral communication is the transmission of information from one person to another at the same level in an organization

2.4 challenges in strategy implementation

A study of 12 companies by Beer and Einsenstat (2000), found among others six challenges to realizing a strategy that they coined "six killers of strategy", these included Top down or laissez-fare senior management style, Unclear strategy and conflicting priorities, An ineffective senior management team, Poor vertical communication, Poor coordination across function, business or borders, Inadequate down the line leadership skills and development.

David (2003) argues that allocating resources to particular divisions and departments does not mean that strategies will be successfully implemented. Such factors as overprotection of resources, too great emphasis on short-run financial criteria, organizational policies, vague strategy targets, reluctant to take risks, and lack of sufficient knowledge may inhibit proper implementation. A study done by Ikavalko and Aaltonen(2001) on the middle managers' role in strategy implementation- middle managers view stated the problems in strategy implementation include unfeasibility of the strategy, weak management role, lack of communication, lacking commitment to the strategy, unawareness or misunderstanding of the strategy, unaligned organizational systems and resources, poor coordination and sharing of responsibilities, inadequate capabilities, unexpected obstacles, competing activities, delayed schedule, uncontrollable environmental factors, and negligence of daily business. (Alexander 1991; Giles 1991; Beer &Eisenstat 2000). All these issues can be summarized and more clarified in the following subheadings.

2.4.1 Ineffective Leadership

The leadership strategy process is what makes the business strategy come alive in the organization. A leadership strategy bridges the gap between strategy and performance. It clarifies how many leaders an organization need, the type of leaders needed, where they are needed, as well as the type of skills and behaviors required if it is to succeed in its performance goals (Pasmore, 2009)

Effectiveness of strategy implementation is, at least in part, affected by the quality of people involved in the process (Govindarajan, 1989). Here, quality refers to skills, attitudes, capabilities, experiences and other characteristics of people required by a specific task or position (Peng & john, 2001).

Keith, Cliff, and Andrew (2005) noted that just because the CEO or chairman believes that a particular pathway should be pursued, not all of the other leaders in the organization may concur with the direction being promoted. Depending on the nature of the leader, the position they hold, or their exposure to contrasting external developments, it is not surprising that the vision, mission and strategy are viewed differently. Studies at Cranfield school of management indicate that over one third of the world's top directors and leaders ,irrespective of country, location, sector or gender, hold contrasting views from their colleagues concerning the future nature, shape and positioning of the organization. Such unresolved strain lends itself to unproductive tensions among the leaders. To not pursue a coherent and shared vision leads to organizational dysfunctionality, short termist and in fighting.

Alexander (1985) found that ineffective coordination of implementation activities was one of the causes of failure. Beer et al (2000) mention the quality of direction, which describes multiple ways in which senior management can be ineffective. Senior management sometimes bypasses middle management, and directly obtains information from and gives orders to the lower level employees, causing ineffective communication lines in the implementation team. Additionally, this causes a situation in which conflicts are avoided and value-adding discussions on decision-making are lost. Finally, Beer et al (2000) state that leadership in many teams does not make the necessary trade-offs they face during the implementation. Instead, they create vague strategic objectives which do not provide effective direction for implementation.

2.4.2 Ownership of the Strategy

The second reason for failure of strategy implementation is ownership of the strategy and related implementation activities. Giles (1991) names ownership as the most important reason for failure. If the strategy is not owned by the employees involved in the implementation, it may lead to counter implementation, which causes the organization to move in the wrong direction. Moreover, when key people in the formulation of the strategy are not participating in the implementation, ownership is lost in many cases, causing the increase of time needed for the implementation, or overall failure of implementation (Al-Ghamdi, 1998; Alexander 1985). The other way around, when the affected employees and managers are not at all involved in the formulation of the strategy it is also more difficult for them to feel ownership of the strategy (Alexander, 1985).

2.4.3 Lack of Resources

Lack of resources, i.e. time and people, is another reason for failure of strategy implementation. For one, implementing strategy, in most cases, took more time than expected or planned beforehand (Al-Ghamdi, 1998; Alexander, 1985). In the research of Alexander (1985) some executives even stated that top management underestimates the time needed to complete a strategy implementation. Time is pressured even more if priorities are not set correctly. It should therefore be clear to all employees involved in the implementation, which activities have most priority for execution. This includes implementation activities but also regular work and other projects. If priorities are not defined properly, it could either cause loss of attention for the strategy implementation or loss of attention for the regular work and other projects. Both could lead to problems in the organization (Beer et al, 2000; Al-Ghamdi, 1998; Alexander, 1985).

2.4.4 Ineffective Communication

Sababu(2007) identified several barriers to communication during strategy implementation, such barriers arise from individual biases, status differences in message interpretation, inappropriate channels of communication, too many intermediaries, fear of criticism, selfishness and poor supervision, physical barriers such as inaudible writings and physical distance. Poor or ineffective communication, i.e. top-down, bottom-up and across functions and divisions, could negatively affect the strategy implementation. When information is not flowing effectively from bottom to top, top management may not be aware of problems jeopardizing the implementation of the strategy, and therefore, not able to respond to these problems (Beer et al, 2000; Al-Ghamdi, 1998; Alexander, 1985). The information flow does not only include people communicating with each other but also information systems through which management

is monitoring the implementation efforts. These, are in some cases, also not providing adequate information towards top management (Al-Ghamdi, 1998)

2.4.5 Organizational Structure

Factors relating to the organizational structure are the second most important implementation barrier according to Heide, Grønhaug & Johannessens (2002) study. Drazin and Howard (1984) see a proper strategy-structure alignment as a necessary precursor to the successful implementation of new business strategies (Noble, 1999). They point out that changes in the competitive environment require adjustments to the organizational structure. If a firm lags in making this realignment, is may exhibit poor performance and be at a serious competitive disadvantage. When an organization changes strategy, the existing organization structure may become ineffective (Wendy, 1997). Symptoms of ineffective organizational strategy include too many levels of management, too many meetings attended by too many people, too much attention being directed toward solving interdepartmental conflicts, too large a span of control, and too many unachieved objectives (David, 1997). Changes in structure should not be expected to make a bad strategy good, or to make a bad manager good, or to make bad products sell (Chandler, 1962). "In the face of complexity and multiple competing demands, organizations simply can't handle decision-making in a totally rational way. Not surprisingly, then, a single blunt instrument like structure is unlikely to prove the master tool that can change organizations with best effect."

2.4.6 Organizational Culture

Burne (1992) Culture defines how those in organization should behave in a given set of circumstances. It affects all from the most senior manager to the humblest clerk. Culture legitimizes certain forms of action and proscribes other forms. Cultural impact underestimation is a challenge to strategy implementation when the organization encounters rough going because of deep-rooted cultural biases. It causes resistance to implementation of new strategies especially in organizations with defender cultures. This is because they see change as threatening and tend to favor continuity and security (Wang, 2000). It is the strategy maker's responsibility to choose a strategy that is compatible with the sacred or unchangeable parts of the prevailing corporate culture (Thomson and Strickland, 1989). Changing an organization's culture to fit new strategy is usually more effective than changing strategy to fit existing culture (David, 1997).

2.4.7 Organizational politics

According to Robbins, Judge and Vohra (2011) Political behavior in an organization consists of activities that are not required as part of an individual formal role but that influences or attempts to influence the distribution of advantage and disadvantage within the organization. Political behavior is outside specific job requirement. It requires some attempts to use power bases. It includes efforts to influence the goals, criteria, or processes used for decision making. Organizations are made up of individuals and groups with different values, goals and interests. This sets up the potential for conflict over the allocation of limited resources, such as departmental budgets, space, project responsibilities and salary adjustments. Organization politics can be positive or negative, organizations will suffer most when some individual use politics to further their interests rather than the goals of the organization. Politics in an

organization is as a result of individual behavior or organizational culture or internal environment.

Some factors that contribute to politicking in an organization includes issues of promotions especially when they are not based on performance of individual or even the use of performance is far from perfect, less trust within the organization, more pressure on employees to perform and organizational culture. Organizational politics can be detrimental to the successful implementation of a strategy if competing interest within the organization try to undermine others in carrying out their duties. Organization politics are tactics that strategic managers engage in to obtain and use power to influence organizational goals and change strategy and structure to further their own interest (Hill and Jones, 1999)

2.4.8 Employees motivation

Motivation can be defined as the process of influencing people as individuals or groups to accomplish specific objectives. Motivation explains why some people work hard and others do not. Objectives and strategies, and policies have little chance of succeeding if employees are not motivated to implement strategies once they are formulated (Sababu, 2007). According to Robbins, Judge and Vohara (2011) motivation is the process that accounts for an individual intensity, direction and persistence of effort toward attaining a goal. It is probably safe to say the best known theory of motivation is Abraham Maslow's hierarchy of needs who hypothesized that within every human being there exists hierarchy of five needs which are physiological, safety, social, esteem, and self actualization in that order. In order to implement strategy the organization needs to have a reasonable commitment to the achievement of the goals by those charged with ensuring that the enterprise succeeds. So motivation on the part of those managers

is a most important part of implementing strategy. Motivation may be accomplished by the reward-punishment system, part of which may be linked to the planning control system. A motivation system may use positive (bonuses, promotion etc) or negative (demotion etc) incentives (Bowman & Asch, 1987).

2.5 Managing challenges to strategy implementation.

There are many challenges to strategy implementation Kotter & Schlesinger (1979) posited that there are six strategies overcoming the resistance: communication, participation, facilitation, negotiation, manipulation and coercion. McKinsey model describes the seven factors critical for effective strategy execution (Kaplan, 2005). It identifies the seven factors as strategy, structure, systems, staff, skills, style and shared values. If this web of factors is perfectly aligned together the organization will be successful in strategy implementation. Brannen (2005) survey based study concluded that in order to improve execution certain issues have to be tackled. These include inadequate or unavailable resources, poor communication of the strategy to the organization, ill-defined action plans, ill-defined accountabilities, and organizational/cultural barriers. Culture is a factor during strategic implementation that need to be managed in order to realize results as Johnson and Scholes (2002) found out that during implementation of any strategic change there will be a tendency towards inertia and resistance to change due to the fact that people tend to hold an existing way of doing things and existing believe about what makes sense. Managing strategic change must therefore address the powerful influence of paradigm and cultural web on the strategy followed by the organization.

Munyoroku(2012) on the study of the role of organization structure on strategy implementation among food processing companies in Nairobi noted that when a structure's elements are properly aligned with one another, the structure facilitates effective implementation of the firm's strategies. The study further observed that developing an organizational structure that effectively supports the firm's strategy is difficult, especially because of the uncertainty in the rapidly changing and dynamic competitive environment. Communication is key to the employees understanding the new corporate strategy and their accurate interpretation of the organization's goals and objectives. Further, open communication is effective in reducing employees resentment and resistance. An effective and comprehensive communication plan, with feedback loops for employees to air their concerns, must be in place from day one (Attaran, 2000).Facilitation is a key strategy in confronting implementation challenges. Dowd (1998) cited that managers must provide support during the implementation/change process. Making one available, providing adequate information, being positive, actively listening and showing personal interest and respect are strategies that managers can use to help minimize the frustration of those coping with change.

Leadership is paramount in strategy implementation, overcoming ineffective leadership style or lack of it is critical. In this case all leaders are important to driving the organization forward. Top management as well as middle level managers is important to be fully involved in implementation process. Floyd and Lane (2000) concluded the findings of prior research into ten managerial roles, According to their categorization, top management has decision-making roles of ratifying, directing, and recognizing. Middle managers' role is to communicate between the operating and top levels of management in the forms of championing, facilitating, synthesizing,

and implementing. Mugo (2012) on strategy implementation at the city council of Nairobi noted that of important is tying rewards and incentives to achievement of performance objectives and good strategy execution creating a strategy supportive environment and corporate culture and establishing the internal leadership needed to drive implementation forward and keep improving on how strategy is being implemented.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the overall methodology that was used to carry out the study. It deals with research design, data collection techniques and methods of data analysis.

3.2 Research Design

The researcher used a case study form of research design. Kothari (1990) observes that a case study enables the researcher to conduct an in-depth investigation of many different aspects of a phenomenon. He further argues that a case study is a powerful form of qualitative analysis and involves careful and complete observation of a social interest be it a person, family, cultural group or an entire community and/ or institutions.

3.3. Data Collection

The researcher used both primary and secondary data collection methods. Interview was used to collect Primary data from seven departmental managers. An interview is a purposeful discussion between two or more people (Kahn and Cannell, 1957), The interview method of collecting data involves presentation of oral-verbal stimuli and reply in terms of oral-verbal responses (Kothari, 1990). A well prepared interview guide was dropped before the interview to help in familiarization of the questions by the respondents. Secondary data was collected through already documented materials such as in-house publications, in-house training materials, policies and Website

3.4 Data Analysis.

Content analysis was used to analyze qualitative data. Being a case study, content analysis was the most useful tool. Content analysis is the systematic qualitative description of the composition of the objects or materials of the study (Mugenda and Mugenda, 1999).The researcher through use of qualitative data analysis techniques analyzed the information and contents collected in a systematic way in order to come up with useful conclusions and recommendations.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION.

4.1 Introduction

This chapter presents the analysis and findings of the study. Qualitative data analysis technique was used to analyze the data. The objective of this study is to understand the strategy implementation process at the teachers' service commission, its challenges and how to overcome those challenges. A total of 10 respondents both heads and their deputies of six departments at teachers service commission were interviewed.

4.2 Response profile

The respondents comprised of directors and their assistants who are conversant with the strategy formulation and implementation at TSC. There years of service in the TSC ranged from 5 years to 35 years. Six of the directors have worked for five to fifteen years, while the other four directors are over sixteen years in service, this indicates that three fifth of the respondents have worked for less than fifteen years.

4.3 Strategy implementation

The respondents indicated that the commission has a five year strategic implementation period although the implementation may not sometimes be achieved due to reasons that have been identified by the respondents such as, non -availability of funds due to much reliance on the treasury, laxity on the implementing officers due to their non-participation in the formulation stage and some strategies may be overtaken by urgent priorities that may come up and impede their implementation. Strategies at the teachers' service commission are formulated by the

commissioners with inputs from top management of the commission. On the question of how does TSC implements its strategies the respondents indicated that the formulated strategies are converted into operational plans on year to year basis and cascaded down to the departments for implementation.

On the question of how the management has been able to support strategy implementation the interviewees pointed out that the management used resources to ensure that the implementation process is successful, it also ensured that there is constant supervision on the implementers. Training and sensitization is another way the management as deployed to create awareness and motivate the implementers, It has also been able to link strategic objectives and individual work plans which is also linked to performance contract signed between employees and the organization which is assessed on yearly basis.

Teachers' service commission is an organization with a well written vision and mission that are adhered to the latter. The vision and mission are well displayed on notice boards and in every division they are well displayed on the walls.TSC top management requires all the staff to understand the vision and the mission of the organization. The respondents were asked how the organization vision and mission are communicated during strategic implementation process. Communication is critical in the implementation process for it enhances connection between the implementers and the top level management; it enables feedback to be acted on time a communicated back. They indicated that all strategies support the vision and mission of the organization. The operational plans are linked to specific policies which are then translated to the employees' work plans showing the specific targets that are designed in achieving strategic

objective. Communication in the organization is also done through the use of circulars, memos, workshops and seminars in order to communicate issues of strategic importance to the employees.

The respondents were asked whether employees are fully involved in the implementation process.7 out of 10 agreed that employees are fully involved in the implementation process they indicated that although the formulation is done by top management the implementation part is executed by the employees who must be integrated in order for them to carry out the implementation, the integration is done by the use of the work plans which are drawn from the departmental operational plans which in turn are drawn from the strategic plans. It means that in their day to day activities, employees work towards the achievements of the strategies. In order to ensure that all employees are involved in the implementation process, they are required to fill a quarterly performance report that as to be assessed by their supervisors and the same used to give the progress of the employees as well as the achievement of the departmental objectives. The three respondents who disagreed that employees are not involved in the process of implementations misunderstood the question to mean formulation of strategy which they said only top management are involved in the initial stages of strategy making, these they argue will impede implementation because they will not own the final product and the sense of ownership is not there.

The study found out that other factors that are necessary for successful implementation process included sourcing of funds to make sure there is no shortage when the process starts. Information communication and technology infrastructure were mentioned by respondent as being an

important component for any strategy to be achieved. They indicated that in order to encourage employees to achieve more they should be well involved and trained.

4.4 Challenges of strategy implementation.

The environment in which the TSC operates is one with many challenges as can be attested by the respondents who all accepted that the organization faces numerous challenges. The study found out that funding has been mentioned as the number one impediment to strategy implementation, changing environment, resistance to change by employees, lack of capacity to implement strategies, organization culture, lack of proper communication as well as unhealthy competition among the departments and teams tasked with implementation process are other challenges it faces. The style of strategy implementation employed at TSC are top-down/laissez-faire leadership style which has several challenges which includes poor communication, weak co-ordination across departments, ineffective senior management team, and inadequate down the line leadership development. If these are not changed it will affect the performance of the organization.

Funding being one of the factors that hinder proper implementation of strategies should be a big concern to the organization. An organization that entirely relies on the government funding will basically not able to carry out its operations effectively. Its budget is subject to approval by the governments which may not approve all the priority items by the commission. This in itself will see other important project shelved for lack of funds. Respondent also noted the changing environment as having an effect on the implementation of strategies. Since the dispensation of the new constitution in 2010 the commission as to adhere to the spirit and letter of the

constitution, in this regard it has to devolve most functions to the 47 counties this makes the process of strategy implementation more complex and time consuming. Communication of strategy is important to successful implementation it is a challenge given the operations of the organization, such a large organization requires an elaborate communication mechanism that all participants appreciate, the commission has not yet fully utilized new technological means of passing information to all, from the respondents it clear that top management don't encourage the use of social sites as a means of communicating and interacting with their staff.

Employees of an organization are an important resource that an organization has in carrying out its operations. Such people must be well equipped and prepared to handle all manner of activities that are required of them. From the study it's apparent that employees are not well motivated to go extra mile in fulfilling their duties, this is due to lack of enough facilities such as computers, printers and other equipments necessary to work effectively. Other reasons given are that there is lack of proper capacity building in terms of training and other team building activities, issues of low morale due to poor pay and other incentives is also a cause of ineffectiveness by the staff. Proper bondage amongst the staff working in different department is also lacking this make cooperation among departments difficult for they engage in unfair competition that leads to slowing down of strategy implementation.

The respondents were also asked to explain the organization structure and how it fits to the leadership of the organization. Most of the respondents said that the organization structure is a tall structure where commissioners are at the top of the structure acting as the board of directors with CEO involved in day to day running of the organization assisted by seven directors who are

heads of departments, the biggest impediment of this type of structure is that it causes rigidity and inflexibility in the decision making and therefore the leadership is bureaucratic in nature. Decisions in this type of structure are slow and top down making it harder for feedbacks from the lower levels of the organization to reach the top management. Respondents also indicated that there is lots of duplication of duties in tall structure.

On the question of what external factors pose challenges to strategy implementation the respondents mentioned trade unions such as Kenya national union of teachers (KNUT), Kenya union of post primary teachers(KUPPET), Kenya primary school heads association(KEPSHA), Kenya secondary heads association (KESHA), parent associations, County governments, national treasury ,non-governmental organizational other factors included political interferences, Technological advancement and increased awareness of rights of teachers leading to litigations from aggrieved parties as some of the external factors that affects strategies in the organization.

Political interference has been cited by the respondent has being a major external deterrent to strategy implementation, three years have passed since the new constitution requirement that new commissioners be appointed to replace the already retired ones but only three have been appointed so far because of political patronage and it has affected most strategies being implemented, political upheaval will significantly affect strategic objectives of organization even change of government will change the priorities of organization and TSC is not an exception. Trade unions such as KNUT and KUPPET are other external factors that have been mentioned by interviewees as having significant challenge in strategy implementation. Numerous strikes and court battles have been carried out by teachers in recent times against the government this

has a direct impact in the operations of teachers service commission whose mandate is to offer services to teachers, strategy implementation by the organization is constantly rejected by teachers unions claiming that they were not consulted in the formulation of those strategies and therefore will prevent implementation by filing a court case or calling their members to go on a strike.

4.5 Addressing strategy implementation challenges.

The study found out quit a number of challenges facing the organization, these challenges are both internal and external in nature though the organization has to deal with these challenges it may have not been very successful in combating the various challenges it faces, because some challenges are out of control of the organization its therefore imperative to look for practical alternatives to counteract the various impediments to strategy implementation. The researcher sought to understand who are responsible for managing strategic challenges. The response was unanimous that the commissioners, CEO and directors are the individuals responsible in mitigating those challenges. Most respondents 7 out of 10 rated effectiveness of the management in addressing implementation challenges as being moderate, while good, very high and low each got one response. This means that on average the management has been able to ensure smooth strategic implementation despite those challenges.

Strategy implementation is about managing change and resistance to change, the respondents pointed out that it is imperative for the staff to be well sensitized on the strategy. In order for the employees to perform better and not resist the changes brought implementation they should be involved in the formulation as they will be the once performing the implementation. In this

regard the middle level managers who are in most cases the executioners of the strategy should be brought in board from the drafting of the strategy to its implementation so that they can point out what is required for its execution.

The other important challenge that needs constant check is the communication of the strategy to all the affected parties. Communication is key to the effective management of change. Rationale for strategic changes should be communicated to workers not only in newsletters and speeches but also in training and development programs, this is especially important in decentralized firms where a large number of employees work in far-flung business units (Wheelen and Hunger 2008) Communication can be done in various forum with the employees and other stakeholders to seek their inputs as well as to inform them of the changes that will come as a result of the implementation of the strategy, they will also be made to know what the consequences of non implementation will be in future to the organization and benefits the organization will reap from successful implementation. Through communication the management will avoid constant battles from the unions and other stakeholders who will directly or indirectly affected by the actions of the organization. Unions especially KNUT and KUPPET need to be well integrated in matters that will affect their members in order to minimize cases of strikes and other industrial actions that may distract implementation process; this will only be done through dialogue and negotiations with them in all strategic issues that are of importance to them.

The respondents also cited lack of funding as being an obstacle to strategic implementation. This is due overreliance on the treasury to release funds to be used in such projects, most of the time they will delay in releasing those funds this in itself is a precursor to the delayed implementation

and eventual collapse of the entire strategy. In order to address this challenge the management as to step up its negotiation skills to convince the treasury the need it as and how it will be affected if such funds are not released on time. It is also necessary for the organization to start its own strategic piggybacking which is a way of looking for others sources of revenue to make up the differences between its expenses and the revenue received from the central government.

Strengthening the monitoring and evaluation of strategy is an important component in ensuring that the strategy is implemented in time and within the allocated resources. One tool that is being mooted to ensure proper evaluation and control of the organization activities is the enterprise risk management(ERM) or risk management framework, which is a corporate wide, integrated process for managing the uncertainties that could negatively or positively influence the achievement of a corporation's objectives(wheelen and Hunger,2008)   another important mechanism that need be strengthened is the use of standardization of procedure through ISO 9001 certification which require a firm to separate documents, design inputs design process, design output and design verification , as well as performance contracting which is the one that is currently in use to ensure objectives are met.

Another challenge that the respondent identified is organization culture, because an organization culture can exert a powerful influence on the behavior of employees, it can strongly affect the company's ability to shift its strategic direction. A problem for a strong culture is that a change in mission, objectives, strategies, or policies is not likely to be successful if it is in opposition to the accepted culture of the organization (Wheelen and Hunger, 2008) the interviewees noted that organization strategy and the organization culture most of the time are incompatible. The culture

of the organization as the tendency of resisting change, this begs the question how best can new strategies be introduced without resistance. Any new strategy that has to be introduced to the organization should be compatible with the organization culture, if not it is recommended the management has a responsibility of looking at ways in which organization culture can be modified to fit the organization strategy. Organization culture can be modified by training of employees, introducing new divisions to implement the new strategy, partner with another organization to carry out the strategy or entirely outsource the whole strategy to a specialized organization that can execute it well within the stipulated time and with limited cost or change the strategy to fit the organization culture.

Organization employees are the people tasked with implementation of the strategy, the management and the board of directors should develop an incentive program to reward those employees whose performance are above board. Organization learning is another way that the organization can ensure that its members have the requisite knowledge and skills necessary to perform effectively. It's important for the management to encourage the staff to learn more by enhancing the organization library to be well equipped with the right materials for their studies, motivating employees by refunding certain percentage of their tuition fee and providing some with special scholarship and tying them to serve the organization for a duration of time this will help managers to be more exposed to the outside world and when they back will be able to apply the same knowledge to improve the performance of the organization.

The study also found that leadership has been mentioned as being a challenge to the success of strategies at the organization. It is through the organization leadership that a strategy comes into

being as they are involved in its formulation. The problem with most managers according to respondents is lack of commitment, this create a vacuum for employees to do activities the way they please, without direction and supervision most employees will do those activities that is deemed to be easy and consume lesser of their time or require less reasoning, in this way those activities that are critical to the achievement of a strategy may not be performed on time as they are delayed to later date. Strategy leaders must be available for coaching, directing and motivating employees to use their skills and abilities effectively and efficiently.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary, conclusion and recommendations for further study. The objective of this study was to determine strategy implementation at teachers' service commission, challenges and ways on how to address these challenges.

5.2 Summary

The study found out that it's the responsibility of the commissioners to formulate strategies. After formulation it's delegated to the directors of the seven departments for implementation, at this stage the employees are fully involved including their training and holding of forums to educate them on the content of strategy as well as to seek their inputs on how to ensure successful implementation. The study found out that the strategies are not implemented on time owing to the issues such as resources constraints, lack of proper communication of the strategies, political patronage, and lack of employees' participation in the initial stages and the stall structure of the organization which slow decision making.

Regarding the effectiveness of the management the study found out that the management is moderately effective and apart from the normal challenges they face they been able to smoothly implement most strategies formulated. Therefore it's imperative to have a well focused leadership and very effective top management who are able articulate strategic issues to the employees and have the capacity to deal with emerging issues whenever they arise.

The study findings indicate that in order for the management to be successful in implementing their strategies they should ensure that all employees are involved in the formulation of the strategy from the onset to their implementation this will change their cultural mindset, make them understand better and ensure that resistance is minimized and this will even make implementation more easier and cost effective since their will be less effort to be put in terms of training. Top management should be willing to cooperate amongst them to prevent some individual micro managing issues of strategic importance leading to organization politics which may hinder smooth operations.

5.3 Conclusion

In conclusion the strategy implementation is the institutionalization of a strategy so that it guides decision making and action on a day today basis with a view to realize long term goal of an organization. Various factors are critical to strategy implementation which also pose challenges to achieving strategic objectives, these includes; organization culture, financial resources, leadership, motivation of employees, organization structure and communication which are internal factors and are under the control of the management and political, economic, legal and technological factors which are partly beyond the control of TSC management. Although there were measures to mitigate the aforesaid challenges they were less effective. From the study it is clear that alternative practical ways of proactively identifying these challenges and putting measures to ensure they are properly managed are necessary.

5.4 Recommendations

Regarding strategy implementation at TSC the study recommended that proper participation of employees and all stakeholders in the process of strategy formulation and implementation is necessary. Although it is impractical to have all employees be involved in strategic formulation it is noteworthy to include representative number of those who will be involved in the execution of the strategy in formulation son that they will help in training and guiding the others. It also recommends ensuring that other sources of funding such as donor funding to avoid overreliance on government funding which most time cannot be forthcoming. The study further recommends the strengthening of monitoring and evaluation of strategy implementation this ensure constant review of the progress of the entire whether it's achieving its objectives or not.

Another important recommendation is for the top management to increase interactions between them and implementers of strategy this means there is constant communication in all directions. Middle level managers and other employees being the once tasked with implementation require to be integrated in formulation to eventual implementation of strategies; the top management have to find ways that those who will be directly affected are incorporated for smooth implementation. Follow up of strategy implementation is the duty of top managers, hence they should be in a position to identify loop holes and correct them before it affects the entire process. The study also recommends the organization to be focused on capacity building of its members; this is through encouraging education of its employees and other in-house training and workshops meant to impart knowledge on them.

The study agrees with wheelen and Hunger who indicated that organizing a company's activities and people to implement strategy involves more than simply redesigning a corporation overall structure; it also involves redesigning the way jobs are done. It is critical to redesign jobs at the organization through job enlargement, job rotation and job enrichment to ensure that activities are done best by those who are capable and have the professional merits in them. It also recommends identifying abilities and performance of individual and ensure they are promoted to encourage them to even achieve more as well as motivate others to work extra hard. Motivating and rewarding good performance is a good ingredient to ensure successful strategy implementation. The study further recommends that employees working in different departments must be able to collectively work together as a team, top management must strive to ensure that synergy exist between departments in order to harmoniously work as one to achieve desired results.

Leadership and strategy are inseparable, poor leadership will negatively impact on the strategy formulation and implementation. It is the recommendation of this study that strategy must be well formulated and clearly communicated to implementers. It is the responsibility of top managers to lead in strategy implementation by ensuring that employees are well coached and supervised to realize the goal of the strategy. Programs and guidelines have to be well written and issued to respective parties to enable them carry out implementation with speed and accuracy required. Middle level managers have to be given powers to be able to act on challenges that may arise during implementation, this will improve decision making. Another strategic issue raised by the interviewer is how the structure can affect the strategy; most respondents indicated that TSC structure being a tall structure slow decision making and affect communication as well. The

study recommends the adoption of social media as way to fasten communication between the top management and lower level staff because it allows interaction between the parties to take place instantly and this will the management in getting feedback faster.

The study also revealed that the external factors are hindrance to effective strategy implementation; the study recommends participation of all stakeholders in formulation of strategies to gain their cooperation while implementing the same. Formulation of a strategy is said to be more technical and time consuming more than implementation and if all parties are involved in its initial stages it will help to avoid resistance. Trade unions, county governments, treasury, parents associations and NGOs who normally are concerned about the effect of certain actions of TSC management need be fully involved for every action that is to affect them whether directly or indirectly .the study further recommends that the organization carry out stakeholders' analysis to collect their views on strategic issues of concern to them and be able to know how best to address them.

Finally the study recommends paradigm shift in organizations operations in order to be able to measure the success of every strategy implemented. For the organization to understand its internal strategic factors and familiarize itself with its environment it has to use strategic management tools such as organization analysis and SWOT analysis respectively. The study further recommends the use of balance score card to measure the performance of the organization activities.

5.5 Limitations of the Study

This study was to evaluate the strategy implementation at the TSC. The researcher interviewed the Top management at TSC. This presented a limitation of the study as it left out the employees and other stakeholders whose inputs could have been of benefit to the study.

Another limitation is timing constraint, the researcher had a dead line to meet and hence could not interview other senior officers who were busy during the time of collecting data, and this was delegated to their assistants this in itself could affect the quality of information gathered and therefore compromised the outcome of the study.

5.6 Suggestions for Further Research

This study was done at TSC. Every organization is affected different by external environment such as political interferences, technological, economical, social and legal factors. Every organization is unique internally in terms of employees' culture, organization structure, leadership and the way they finance their operations. The mandate of TSC may also be a different component that makes it a unique from others since its size and scale of operation is substantially big.

A similar study should therefore be done in other commissions and public organizations that share similar orientation as TSC. This will shed more light on the implementation strategies, their challenges and the way they manage them.

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APPENDIX I: INTRODUCTION LETTER

<u>TO WHOM IT MAY CONCERN</u>

The bearer of this letter Renson Lesaidimu Lolgisoi.

Registration No. D61/60175/2013.

Is a bona fide continuing student in the master of Business Administration (MBA) degree program in the University of Nairobi.

He is required as part of his coursework assessment a research project report on a management problem. We would like the student to do their project on real problems affecting firms in Kenya. We would, therefore appreciate your assistance to enable him 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 organization on request.

Thank you.

PATRICK NYAMBUTO

MBA ADMINISTRATOR

SCHOOL OF BUSINESS

APPENDIX II: INTERVIEW GUIDE

SECTION A: BACKGROUND INFORMATION

1. Department

2. Designation

3. Years of service in TSC

4. Years of service in current position

SECTION B: STRATEGY IMPLEMENTATION AT TEACHERS SERVICE COMMISSION

5).Who is responsible for the formulation of strategies at the TSC?

6) How does TSC go about implementing the formulated strategies?

7) (a) what is the duration for strategy implementation?

   (b) Are the strategies implemented within the stipulated time?

   (c) If not what causes delayed implementation?

8) How has the management been able to support strategy implementation at TSC?

9) How are TSC vision, mission and key policies communicated during the strategy implementation process?

10) (a) Are the employees fully involved in the implementation process?

   (b) Explain your answer above.

11) What are other factors that influence strategy implementation at TSC?

SECTION C: CHALLENGES FACING STRATEGY IMPLEMENTATION AT TEACHERS SERVICE COMMISSION

12.) (a) Are there challenges facing strategy implementation at TSC?

(b) If yes what are they?

13) What is being done by the management to address those challenges?

14) (a) Explain the Organization Structure employed and what kind of leadership there is to support the organization structure?

(b) Do they pose challenge to strategy implementation?

15) (a) What external factors pose challenges to strategy implementation at TSC?

(b) How are they addressed?

SECTION D: MANAGING THE CHALLENGES OF STRATEGY IMPLEMENTATION AT TEACHERS SERVICE COMMISSION

16) Who are responsible for managing challenges of strategy implementation?

17) What measures has the management put in place to ensure the barriers to effective strategy Implementation are managed effectively?

18) What is the level of effectiveness of managing the challenges of strategy implementation at TSC?

19) Have the measures that have been put in place by the management ensured a smooth strategy implementation?

20) What would you recommend be done to improve strategy implementation at TSC?

APPENDIX 111.LIST OF DEPARTMENTS

Departments at TSC as at July 2014

1	Human Resource Management
2	Administration
3	Teacher Management
4	Finance
5	Accounting
6	Internal Audit
7	Information, Communication and Technology