

**CHALLENGES IN THE IMPLEMENTATION OF TURN AROUND  
STRATEGY BY THE NATIONAL POLICE SERVICE IN KENYA**

**BY**

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## **DECLARATION**

This research project is my original work and has not been submitted for examination to any other university.

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

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## **DEDICATION**

I dedicate this project to my family, most particularly my Dad Maurice Otieno and Mum Merab Otieno for the support they have given me throughout my education. This Research Project is a reflection of their support towards my education and general success in life.

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## **ABBREVIATIONS AND ACRONYMS**

<b>APS</b>	Administration Police Service
<b>DCI</b>	Directorate of Criminal Investigation
<b>IT</b>	Information Technology
<b>KPS</b>	Kenya Police Service
<b>NPS</b>	National Police Service
<b>NPSA</b>	National Police Service Act

## **ABSTRACT**

The contemporary business environment is increasingly becoming competitive due to changes in the external environment characterized by risks and uncertainties. In order to survive in the external environment; organizations are forced to confront diverse challenges. The main objective of the study was to determine the challenges that face implementation of Turnaround Strategy by the National Police Service in Kenya. The study was guided by Resource-Based Theory and Institutional Theory. The research design chosen for the study was case study. The study used both primary and secondary data. An interview guide tool was used for data collection. Primary data was collected by interviewing one Assistant Inspector General, two Senior Superintendent Officers of the National Police Service as well as 3 officers drawn from different ranks. Data was analyzed using content analysis which was a systematic qualitative description of the composition of the objects or materials of the study. The study found that interviewees were aware of the strategic process of the National Police Service and the challenges that affect the implementation of its Turnaround strategy implementation. The study identified several challenges in the strategy implementation process of the organization. It was noted that there was lack of cooperation from relevant senior officers; most of the equipment were obsolete, lack of finances and other resources as some of the factors that affected their implementation. There was also lack of cooperation from relevant senior officers and that most officers especially the ones in the field had not embraced IT that consequently affected the speed and communication of decisions made. Political interference came out strongly as an external factor that affected the performance of the force. The study established several strategies that can help to overcome the challenges that the organization faced in the implementation process. This included the addition of resources, motivation of staff to improve performance, liability of the leaders, and fast communication of the strategy and team work, consistency in monitoring and evaluation. The study discussed its implication on policy and practice where it outlined how policy makers and stakeholders involved gained an insight on the security industry and the challenges facing NPS in implementing its strategy therefore seek ways on how to overcome the challenges so as to improve the state of security in the country. It noted that the Government being a key player in policy setting in NPS may use the information to set policies that create an enabling environment for successful implementation of strategies. Through the study, NPS was able to identify the various challenges that affected successful implementation of its strategy and evaluate ways on which it can improve on the same. The top managers at NPS saw the need to have a monitoring and evaluation office included in the implementation process for its success. The study discussed challenges in the implementation of Turnaround Strategy by the NPS using institutional theory and resource based theory. It showed how the theories can be applied to explain and solve strategic management issues such as the one discussed in the study.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background

The contemporary business environment is increasingly becoming competitive due to changes in the external environment characterized by risks and uncertainties. In order to survive in the external environment; organizations are forced to confront diverse challenges. Turnaround strategies are seen as essential components of managing, stabilizing, funding and fixing an underperforming or distressed organization. These strategies provide the basic direction for actions and forms a basis for coordinated efforts directed towards achieving long-term business objectives. The top management is charged with the responsibility of formulating a suitable strategy that is compatible with the mission and the vision. This helps the organization to cope with the changes in the external environment (Pearce and Robinson, 2007).

According to North (1991), institutional theory asserts that the institutional environment can strongly influence the development of formal structures in an organization, often more profoundly than market pressures. This theory provides that those organizations that embrace change are easy to cope with the dynamics of the external environment. Pfeffer and Salancik (2003) explains the resource based view model that the perspective that a firm's internal environment in terms of its resources and capability is more critical to the determination of strategic action than is the external environment.

The nature of the security state is a very sensitive matter as it has a link to the wellbeing and functioning of all sectors in the country. This calls for more focused and integrated strategies to deal with state of insecurity that is being experienced. Macmillan (1986) explains that the process of implementation of strategic plans of an organization is one that evolves and recurs with time. Review of the organizations strategy is important for ensuring that the strategic plans are always true to changes and up to date and this leads to success and advantage over other firms in the market that are very competitive (Johnson Scholes and Whittington, 2006).

Following the inception of the strategic plan (2013-2017) at the National Police Service in Kenya many cases and incidences of insecurity in the country have increased at an alarming rate. This is because more challenges on strategy implementation keep on evolving amid efforts to counter insecurity in the country. This has necessitated the need to study the challenges of implementing Turnaround strategy by National Police Service in Kenya (Public Sector, 2010).

### **1.1.1 Concept of Turnaround Strategy**

Barker and Duhaime (2001) define Turnaround strategy as a corporate practice that is designed and planned to protect a loss making firm and transform it into a profit-making one. From a business perspective, the Turnaround strategy can be defined as a corporate action that is performed to deal with issues of a loss-making company like increasing losses, lower return on capital employed, and continuous decrease in the value of its shares.

A Turnaround situation represents absolute and relative-to-industry declining performance of a sufficient magnitude to warrant explicit Turnaround actions. According to Pearce and Robinson (2007) Turnaround strategy is a process by which an organization with inadequate performance is analyzed and changed to achieve the desired results (Brannen, 2005). A firm is said to be in a decline when it experiences a resource loss sufficient to compromise its viability.

Barker and Duhaime (2001) indicate that the limitation of Turnaround strategy is that they often fail since they focus on achieving a longer-term vision without getting out of the decline in the first place and thereby dying in the process. Such Turnarounds which focuses on short-time survivability or a financial Turnaround alone tend to be short-lived.

### **1.1.2 Challenges in the Implementation of Turnaround Strategy**

Corporate Turnaround is a term mostly used to describe, nearly similar instances that involve change in an organization. According to Kotter (1996) in majority of Turnarounds, the results have been disappointing and appalling with wasted resources and burned out, scared or frustrated employees. Strategy implementation is the process of transforming strategic intentions into actions, then into acceptable results. Successful strategy implementation is as critical and difficult as the strategic choice. Welbourne (2005) posits that it requires consideration of the resources to be used, human resource requirements, structure, systems, and other variables. It is important for managers to understand and identify the pitfalls and challenges that can occur during the process to improve implementation. Lack of clear guidelines and organizational structure is one of the main challenges are among the main challenges that inhibit strategy implementation in an organization.

Hrebiniak (2006) did a study on the challenges of strategy implementation, it was found that lack of strategy ownership, lack of guidelines or a model to guide strategy, execution efforts, lack of understanding of the role of organizational structure, lack of incentives and insufficient financial resources were the main challenges facing strategy implementation. Brannen's (2005) also concluded that to successfully implement strategies, the organization has to set aside adequate resources, improve communication in the organization and provide a guide on how strategy is to be executed.

### **1.1.3 Challenges in implementation of Turnaround Strategies in Organizations**

Organizations around the world may at times experience a downturn in their operations due to various factors. In such cases, the management needs to find ways to recover. Turnaround is a strategy aimed at saving a troubled corporation to help it get back on track. Corporate Turnaround is a structured well planned and methodological approach towards the revival of an organization which is achieved by following a systemic approach that takes time, investment and involvement of people. Chowdury (2002) states that strategic Turnaround focuses on strategy changes sought with the performance improvement being a derivative of the strategy change.

In many cases organizations focus more on the symptoms of decline rather than look into the actual causes for failure. Some of the basic requirements for a successful corporate Turnaround may include having a strong core, short-term financing and access to resources and skills. The process of turning around a struggling organization to a thriving one can be complex and one which involves several steps, strategies and methods.

Challenges in strategy implementation in organizations can arise from both internal and external sources. Some of the challenges may include resistance to change, leadership, rigid policies and procedures, ineffective communication, inadequate resources, failure to link strategy to the organization amongst others. It is therefore important for leaders to fully identify and understand the challenges that may occur during strategy implementation process.

#### **1.1.4 National Security Organs in Kenya**

The main security organs which are charged with the responsibility to promote and guarantee national security include the Kenya Defense Forces (KDF), National Intelligence Service (NIS) and National Police Service (NPS). The ministry of interior and coordination of national government is charged with the responsibility of Interior functions including internal security covering police, immigration, prisons and correctional services.

According to Ministry of Defence report of (2014), it provides that the Kenya Defence Forces are the armed forces of the Republic of Kenya. They comprise of the Kenya Army, Kenya Air Force and Kenya Navy. The current Kenya Defence Forces was established and its composition laid out in Article 241 of the 2010 Constitution of Kenya. The President of Kenya is the commander-in-chief of the armed forces. These forces are responsible for the defence and protection of the sovereignty and territorial integrity of the Republic.

The National Intelligence Service formerly National Security Intelligence Service (NSIS) is established under article 242 of the constitution and is responsible for gathering and using intelligence and counter intelligence reports for the security and safety of the country and its people.

Article 239 established the National Police Service (NPS), changing it from the Kenya Police Force. The command of the Kenya Police Service and Administration Police Service has been brought under the Inspector General of Police who is mandated to exercise independent command over the service.

On the other hand, the Provincial Administration is mandated to coordinate government business at provincial district, divisional, location and sub location levels. The distinct functions of the commissioners include coordinating security management, coordinating national government functions and delivery of services, facilitating conflict management and peace-building and mobilizing national government agencies for national events and programs.

#### **1.1.5 National Police Service in Kenya**

Formalization of the Kenya Police Service occurred around the year 1920, the time when Kenya became a British electorate. Administration police was formed in 1958 as it took over from the Tribal police which was formed by the colonial Government through an ordinance in 1929. Kenya police and Administration police were earlier run as independent forces but they have undergone changes that have seen the two being merged to form the National police service after the promulgation of the (2010) Constitution of Kenya.



The National Police Service is a national body in charge of law enforcement in Kenya and is a department under the Ministry of interior and coordination of National Government. With reference to National Police Service Act (2011) the National Police Service (NPS) comprises of the Kenya Police (KP) and the Administration Police (AP) and is charged with the mandate of enforcement and maintaining law and order, detection, investigation and prevention of crime, apprehension of offenders, protection of life and property.

NPS is under one command that of the Inspector General who is assisted by two deputy inspector generals. One is drawn from each of the two Police Services and is further structured to include directors, county commanders, sub-county commanders, divisional commanders and station officers.

The Administration Police (AP) comprises of three major units which include Rapid Deployment Unit (RDU), Rural Border Patrol Unit (RBPU) and Security of Government Buildings (SGB). It deals with law breakers and emergencies and also has an anti-riot unit to deal with rioters, cattle rustlers, border security and other violent law breakers.

The Kenya Police has twelve formations each dealing with different functions as per their directives. National Police Service Act (2011) provides that the Directorate of Criminal Investigations (DCI), a department within the Kenya Police is responsible for combating and investigating crimes. Its main function is to investigate complex crimes and to gather intelligence where crimes have occurred (The Independent Policing Oversight Authority Act, 2011).

There has been no proper evaluation of the effect of the implementation of past strategic plans (2003-2007) and (2008-2012) on the improvement of the organization's performance. To effectively execute their mandate, the National Police Service through the office of the Inspector General of police has a Turnaround strategic plan currently being implemented. This strategic plan was started back in 2013 to 2017. The strategic plan is a participatory and inclusive process that ensures adequate representation of all stakeholders, both internal and external and will act as a guide to implement police reforms in accordance with the laid down legislative regime (NPS, 2013).

## **1.2 Research Problem**

Turnaround management is a process directed towards corporate renewal. Special strategic management challenges are presented in times of corporate distress. It is therefore advisable that before a viable Turnaround strategy is formulated, the root cause or causes of the crisis are identified. Raps and Kauffman (2005) argue that for an organization to successfully implement strategy it has to provide sufficient resources and facilities for the process. Leadership is also important for successful strategy implementation. Successful Turnaround strategy implementation therefore must incorporate key issues for effectively implementation, this include, matching organizational structure, creating a supportive culture, proper leadership and resources.

The poor state of security in Kenya over the last few years has intensified the need to reform the national police service to improve the security state in the country. To achieve this goal, the National Police Service through the office of the Inspector General (IG) initiated a strategic plan 2013-2017.

This plan is intended to bring about transformation in the national police service thus reduce cases of insecurity in the country in order to attract foreign investors, improve international trade and grow the economy (IPOAA, 2011). To achieve this goal, the Government through the National police service should consider implementing strategies in order to effectively achieve the mission and the vision of the strategic plan.

Hambrick and Schechter (2002) studied 260 cases of Turnaround and only 56 had managed to recover over a 4-year period. This is an indication that Turnaround especially in difficult operating environment like mature, competitive businesses is not easy. Chowdhury (2002) did a longitudinal study on the success of a Turnaround strategy among manufacturing service firms in Canada. The findings concluded that it is dependent upon both internal and external factors. Chowdhury and Lang (1996) interviewed six managers from small firms on the effectiveness of Turnaround strategies on improving performance. It was concluded that the company plans are developed to mitigate unnecessary overhead costs and to make the functional activities costs justified. This helps to stabilize the firm.

Nyongesa (2013) studied the challenges of strategy implementation at the Kenya Police Service, it was concluded that there was a breakdown between strategy formulation and implementation due to insufficient funds and failure to involve all the stakeholders. Kiprono (2007) explored on the challenges facing the implementation of community policing in Kenya: a case study of Kibera. The study concluded that poor public image of the police force; poor customer service procedures within the police force negatively impacted on strategy implementation of community policing in Kibera slum.

Kimutai (2010) did a study on the challenges of implementation of turn-around strategies at Telkom Kenya limited. It was found that the organization faced a number of challenges which are: organizational structure, lack of management support, culture and attitude.

Kiveu (2013) investigated the challenges of implementation of Turnaround strategy at the New Kenya Cooperative Creameries. It concluded that the main challenges of strategy implementation were leadership, cash flow problems, resistance to change and poor planning especially on milk processing.

From the above studies, little has been done in relation to strategy implementation following the inception of the strategic plan (2013-2017) at the National Police Service. With there being a research gap, the study sought to answer the main question. What are the challenges of implementation of Turnaround strategy by the National Police Service in Kenya?

### **1.3 Research Objective**

The research objective was to determine the challenges that face implementation of Turnaround strategy by the National Police Service in Kenya.

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

The study hopes to provide useful information on the strategic management practices that can be used by the National Police Service in Kenya and their impact on the performance of the state of security in the country especially in their functional areas.

The Government under the Ministry of interior and coordination of national government is a key partner in policy setting. The findings of this study may be used in setting policies that create an enabling environment for implementation of strategies at the National Police Service and how to counter the challenges.

The study will be of help to students of strategic management in expanding their knowledge on strategy implementation, its challenges and how to resolve these challenges. Besides, the study may be used as a platform for further research by researchers and academicians interested in this field of study or related topics.

This study contributes to theory, the literature review has discussed two important theories namely, and institutional theory and resources based theory. Researchers will learn the application of theories and their relevance in this study. This will provide more knowledge in research especially in selecting a theory that supports the objectives of a study, and whose findings are consistent with the empirical studies.

## **1.5 Chapter Summary**

The chapter focused on the background of the study, concept of Turnaround Strategy, challenges in implementation of Turnaround Strategies and challenges in implementation of turnaround strategy in organization. It further discussed national security organs in Kenya, NPS in Kenya, research problem and research objective.

It gave value of the study by providing useful information on what strategic management practices NPS can use to improve on their performance, what policies the Government can set to create a conducive strategy implementation environment as well as providing a platform for further research in the field. It also contributed to two theories that supported the objectives of the study.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter provides a review of literature related to strategy implementation, Turnaround strategy in organizations, challenges of strategy implementation and ways of dealing with these challenges.

#### **2.2 Theoretical Foundation**

This part provides the theoretical foundation of the study; it is supported by two theories namely: resource based theory and institutional theory as discussed below:

##### **2.2.1 Resource-Based Theory**

According to Barney (1986) resource-based theory provides a considered overview of this theory, including the latest developments, from one of the key thinkers in its development. In broad terms it offers an alternative to Michael Porter's approach, focusing more on the competences and capabilities of the firm, rather than its positioning in its chosen markets.

Barney (1991) puts forth that a strategic resource is an asset that is valuable, rare, difficult to imitate, and no substitutable. Prahalad and Hamel (1990) supports Barney (1991) that a resource is valuable to the extent that it helps a firm create strategies that capitalize on opportunities and ward off threats. Prahalad and Hamel (1990) points out that this theory considers the important of recognizing that strategic resource can be created by taking several strategies and resources that each could be copied and bundling them together in a way that cannot be copied.

Mahoney and Pandian (1992) indicate that resource-based theory can be confusing because the term resource is used in many different ways within everyday common language. It is important to distinguish strategic resources from other resources. To most individuals, cash is an important resource. Priem and Butler (2001) argue that tangible goods such as one's car and home are also vital resources. When analyzing organizations, however, common resources such as cash and vehicles are not considered to be strategic resources.

### **2.2.2 Institutional Theory**

According to North (1990), institutional theory explains ways in which institutions and institutional change affect the performance of economies, both at a given time and over time. North (1990) further argues that due to the uncertainties involved in human interaction; they are the constraints devised to structure that interaction. Yet, institutions vary widely in their consequences for economic performance; some economies develop institutions that produce growth and development, while others develop institutions that produce stagnation.

Rodrik, Subramanian and Trebbi (2004) explore the nature of institutions and explain the role of transaction and production costs in their development. Institutions create the incentive structure in an economy, and organizations will be created to take advantage of the opportunities provided within a given institutional framework (Priem and Butler, 2001).

North (1990) argues that the kinds of skills and knowledge fostered by the structure of an economy will shape the direction of change and gradually alter the institutional framework. North (1990) explains the implications of this analysis for economic theory and economic history. Rosenthal and Voeten (2007) indicate how institutional analysis must be incorporated into neo-classical theory and explore the potential for the construction of a dynamic theory of long-term economic change.

### **2.3 Strategy Implementation Process**

Kaplan and Norton (1996) in spite of the need to modify the strategy of an organization, it is important to note that certain management bases have to be covered no matter what the circumstance. Eight managerial tasks crop up repeatedly in an organization's efforts to execute a strategy successfully; marshaling sufficient money and people behind the drive for the strategy execution; instituting policies and procedures that facilitate rather than impeded strategy execution; adopting best practices and pushing for continuous improvement in how value chain activities are performed; installing information and operating systems that enable company personnel to carry out their strategic roles proficiently; tying rewards directly to the achievement of strategic and financial targets and to good strategy execution; instilling a corporate culture that promotes good strategy execution.

Finally exercising strong leadership to drive execution, and achieve forward, keep improving on the details of execution, and achieve operating excellence as rapidly as feasible (Wooldridge, 1990). How well managers perform the tasks has a decisive impact on whether the outcome is spectacular success, a colossal failure or something in between (Thompson et al, 2005).



These approaches are important as they ensure that the organization maintains a forward move, improvement in terms of implementation plans and the achievement of efficiency in execution in terms of time and feasibility (Wooldridge, 1990). According to Thompson et al (2005), the results of the implementation process are determined by the performance of the management team and how they carry out activities pertaining to the implementation process. Their performance can decide whether the process will come out very successful, not very successful or even as a failure.

During implementation of an organization's strategy, management teams can develop the theme activity by finding out and establishing the intentions of the company on carrying out these activities in a different and more effective way in order to successfully achieve the strategy implementation (Macmillan, 1986). Govindaranjan (1998), companies that are big and have branches in different locations usually have top leadership major tasks being the communication to the rest about the planned changes, rally the support of the rest towards a common plan of action, ensuring the support and push of opinion leaders for the implementation, according to the plans made by the organization (Bryson, 2005).

## **2.4 Turnaround Strategy in Organizations**

Pearce and Robinson (1998) defined a Turnaround situation as representing absolute and relative-to- industry declining performance of sufficient magnitude to warrant explicit Turnaround actions. Shah (1996) notes that Turnaround is the process by which an organization with inadequate performance is analyzed and changed to achieve desired results. An organization is said to be in a decline when it experiences a resource loss that is sufficient to compromise its variability.

Turnaround is considered to have happened when an organization recover adequately to continue with its normal activities often defined as having survived a threat to survival and regained sustainable profitability (Okumus, 2001).When an organization faces a down turn, the management team must act swiftly to ensure that the organization goes back to its initial position.

Reed and Buckley (2005) argues that organizations that fails to take these actions might continue to decline if the top management does not take corrective measures to internal and external factors responsible for the performance downturn. During this period the top management must make informed decisions to enhance recovery of the firm. In most cases when the management formulates and implements informed Turnaround strategies, the organization can Turnaround even when facing declining environmental munificence, increasing environmental dynamism, escalating internal problems or limited slack resources (Pearce and Robinson, 2007).

According to Priem and Butler (2001) organizations that experience weak competitive position at any stage of the development, might consider implementing Turnaround strategies. Ramesh (2011) puts forth that one of the most important things to consider when making this decision is whether the firm has adequate resources to develop a viable business level strategy to compete in the industry and how much that will cost. Tomaz and Pucko (2010) explains that to be successful in implementing a Turnaround strategy the top management must stem from a firms decline and choose an appropriate strategy for recovery. This calls for enhanced organization efficiency, stabilizing its internal operations and reviewing support from the stakeholders.

## **2.5 Challenges of Strategy Implementation**

Hrebiniak (2006) contend that many companies understand the importance of effective implementation of a strategy. As such, they often apply resources from within and without the firm in order to achieve effective implementation of their strategies.

However, this does not always translate to success in moving the firm into the desired direction. The main challenges that face the process of strategy implementation and lead to inefficiency in the implementation of policies are discussed below. The process of implementation of strategy is often ignored during the development stage as most leaders such as managers and CEOs in a company have a mistaken perception that the weight in the implementation process lies in the initial planning and documenting of policies (Brannen, 2005).

Brannen (2005) posits that top management are through with this first stage of the process, these leaders find themselves intensely concentrating in other matters of the organization other than the actual implementation process. This leaves the strategy plan to remain shelved and even forgotten with time and the organization left where it began without direction and little success (Macmillan, 1986).

Bryson (2005) indicates that for any effective strategy implementation process to take place within an organization, it is imperative that the management of the organization's partners work together. First, to develop an in-depth understanding of the need for change and the strategy process itself and then working together towards achieving the objective that is to successfully implement the plans agreed upon.

In most firms, the leadership may fail to involve the partners in strategy planning which the latter may find difficult to understand and own when the actual implementation starts. This leads to their refusal to adopt the strategies and may find they are knowingly or unknowingly frustrating the implementation process (Govindarajan, 1998).

Nyongesa (2013) explains that in most cases, the process of putting together or identifying of strategies suitable for the firm to implement is often flawed as the planners are often not sincere to themselves about the company's situation and needs as well as the changes that are required to steer the company forward. Bryson (2005) puts forth that the same planners sometimes fail to be realistic in the strategy identification and leaders who are overly ambitious may wrongfully develop strategies that unachievable in their bid to beat competitors in the same field. When organizations adopt such weak and unrealistic strategies, they end up making fruitless efforts without success (Bryson, 2005).

Sometimes the process of strategy implementation is faced with challenges of lack of commitment by the leaders in the organization. There is need to involve partners in the initial stage of planning in order to ensure their support that leads to success in this undertaking. Hrebiniak (2006) argue that if the management of the firm is poor and does not care to work with partners and instead take it upon them to do the planning without consulting others, the implementation process is often doomed as it will lack the goodwill of the partners.

## **2.6 Critical Success Factors in Strategy Implementation**

According to Pearce and Robinson (1998) to ensure an effective process of strategy implementation, the first strategy that the management team should undertake is ensure that the strategies are owned or personalized by the institution. The values, practices and changes contained in the strategy as well as the need and importance of these factors must be clearly outlined and communicated to the partners and other stakeholders by the management and other leaders.

Pearce and Robinson (1998) the next step that must be undertaken, after successfully championing the support for the strategic plan, is for the management team to embark on effecting the plan by committing themselves in carrying out tasks and decisions that will lead to the success of the implementation process, with the fact in mind that this stage is the real deal. Leaders who are bent to ensure the success of strategy implementation should take these steps.

As part of ensuring that the implementation process is successful, there are a number of questions that must be answered to assess the effectiveness of the process. The first question that must be asked and answers given is the question of quality of the leadership of the organization. In reference to Wooldridge and Floyd (1990) the leaders should ask whether the leadership is good or poor and whether it is suitable for driving the objectives of the firm.

Reed and Buckley (1998) notes that secondly, an answer should be given to the question of whether the firm has the right staff and if each person is suited to the position that they serve in. This is because there are situations in which the leaders of an organization may seem to have the drive and show characteristics of dynamists but in truth, they may be lacking in the proper ability and skills to steer the organization in the right direction.

According to Wooldridge and Floyd (1990) planning is an important and urgent step needed to drive the process of strategy implementation successfully. This step involves identifying, developing and outlining in detail the activities and undertakings, tasks and responsibilities for each member in the organization, the period or duration within which each of the activity must be accomplished, the tools that will be employed in undertaking each of these activities as well as those that will be used to measure the actions and the monitoring procedures that will be applied in ensuring that each of these activities and responsibilities are fulfilled (Kotter, 1990).

Reed and Buckley (1998) maintain that plans for the implementation of strategies usually are presented in form of clearly developed charts that outline the path to be taken by leaders usually lasting 24-36 months. To be successful in strategy implementation process, an organization requires the support the good will of the partners for example the employees and other stakeholders (Reed and Buckley, 1998). For this reason, it is important to align the strategy implementation process with the compensation system of partners to ensure that they are well compensated for such support and hence win their support in other strategic plans.

Johnson et al., (2006) maintains that for the implementation of strategic plans of an organization to be effectively realized, it is important that there be a right kind of leadership to drive the initiative. Without a suitable leadership, it is inevitable that the process may come to a standstill. Kotter (1996) notes that similarly, for there to be a right kind of leadership for the organization, the partners and other stakeholders must care enough to demand responsibility and accountability from their leaders.

## **2.7 Chapter Summary**

In this chapter the researcher drew materials from different reference sources in line with the objective of the study. It discussed relevant literature on challenges in the implementation of Turnaround Strategy.

It further discussed Resource based theory which calls for more focus on the competencies and capabilities of a firm rather than its positioning in its chosen market and institutional theory which explains ways in which institutions and institutional change affect the performance of economies both at a given time and over time to support the objective of the study. The researcher also discussed the strategy implementation process, Turnaround Strategy in organizations and the challenges as well as critical success factors in strategy implementation.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter provides the research methodology of the study. It gives an outline on the research design, the method of data collection and data analysis.

#### **3.2 Research Design**

The research design chosen for this study was a case study. A case study is an in-depth investigation of an individual, institution or phenomenon and the primary purpose is to determine factors and relationships among the factors that have resulted in the behavior under study. A case study is important for analyzing information in a systematic way to arrive at useful conclusions and recommendations (Cooper and Schindler, 2008).

According to Creswell (2013) a case study will be appropriate because it allows a lot of detail to be collected that would not normally be easily obtained by other research designs. The data collected is normally a lot richer and of greater depth than can be found through other experimental designs. The advantage of this method is that it simplifies complex concepts. It exposes the participants to real life situation.

Case study method enables a researcher to closely examine the data within a specific context. In most cases, a case study method selects a small geographical area or a very limited number of individuals as the subjects of study. Yin (2009) explains that case studies, in their true essence, explore and investigate contemporary real-life phenomenon through detailed contextual analysis of a limited number of events or conditions, and their relationships.



### **3.3 Data Collection**

The study used both primary and secondary data. Primary data was of advantage since the nature of the data to be collected was qualitative in nature and focuses on specific issues thus the information collected was unbiased.

An interview guide is a tool for data collection that answers open ended questions prepared by the researcher to interview the chosen category of the respondents. Primary data was collected by interviewing two Senior Superintendent Officers of the National Police Service as well as 3 officers drawn from different ranks. This category of the respondents was highly considered since they understood the challenges facing the National Police Service and possible ways of resolving these challenges. Appointments were sought with the departmental heads to ensure that the interview sessions were conducted at their convenient time that ensured adequate and ample time to respond to the questions. Secondary data was obtained from published works and company records.

The interview guide contained three sections: Section A contained interview questions on general information. Section B contained interview questions on implementation of Turnaround strategy and section C contained interview questions on challenges of the implementation of Turnaround strategy.

### **3.4 Data Analysis**

Data was analyzed using content analysis which is a systematic qualitative description of the composition of the objects or materials of the study. According to Guest, Namey and Mitchell (2013) content analysis involves observations and detailed description of objects, items, or things that comprise the sample used in developing a report or inference about an observation.

It involves observation and detailed description of objects, items or things that comprise the object of study. The use of this analysis method was important since it saved time and resources. Kothari (2005) content analysis is a method of examination of data material to encourage the integration of qualitative content analysis into the data analysis in case study research.

### **3.5 Chapter Summary**

The chapter looked at the research design, data collection and data analysis used in the study. A case study was used so as to give an in-depth investigation and it also enabled the researcher examine data within a specific context.

It also discussed the tools that were to be used to gather data. Primary data was collected by use of an interview guide whereas secondary data was obtained from journals. The data was then analyzed using content analysis which is a systematic qualitative description of the composition of the objects of the study.

## **CHAPTER FOUR**

### **DATA ANALYSIS RESULTS AND DISCUSSION**

#### **4.1 Introduction**

This chapter presents data analysis and discussions. The study objective was to establish the challenges that face the implementation of Turnaround strategy by the National Police Service in Kenya. Primary data was collected by interviewing two Senior Superintendent Officers of the National Police Service as well as three officers drawn from different ranks. The data was thereafter analyzed based on the objectives of the study and the findings are presented as per the different classes underlined below.

#### **4.2 Respondents Background Information**

The respondents' background information comprised of the service department, rank and period of service in the NPS. This information was sought to help establish the capability and suitability of the respondents as sources of data in the study.

##### **4.2.1 Service Department**

The National Police Service comprises of three departments which include Kenya Police Service, Administration Police Service and the Directorate of Criminal Investigation. The researcher sought respondents from all the three departments which enabled the study have a representation of the NPS.

**Table 4.1: Service Department**

<b>Service department</b>	<b>Frequency</b>	<b>Percentage</b>
Criminal investigation department	1	20
Kenya police Service	3	60
Administration police Service	1	20
<b>Total</b>	<b>5</b>	<b>100</b>

**Source:** Author, 2015

Respondents were requested to indicate their service department, from the research findings the research established that majority as shown by 60 % of the respondents worked with Kenya police department, while 20 % of the respondents worked with either Criminal investigation department or Administration police as shown in each case. This implies that respondents were equitably drawn from different police departments.

#### **4.2.2 Respondents Rank**

The NPS follows a strict hierarchy of command where police officers are organized into various ranks. The researcher obtained information from respondents representing top, middle and the lower ranks in NPS.

**Table 4. 2: Distribution of respondents by job Rank**

<b>Rank</b>	<b>frequency</b>	<b>Percentage</b>
Senior Superintendent	2	40
Assistant Inspector General	1	20
Chief Inspector	1	20
Constable	1	20
<b>Total</b>	<b>5</b>	<b>100</b>

**Source:** Author, 2015

The study sought to establish the respondents rank, from the research findings, most of the respondents as shown by 40 % indicated their rank as Senior Superintendent, 20 % of the respondents indicated their rank as Assistant Inspector General, 20% of the respondents indicated their rank as Chief Inspector whereas 20% of the respondents indicated their rank as Constable. This implies that respondents were fairly selected in regard to job rank

#### 4.2.3 Period of service

The respondents were requested to indicate their period of service. This enabled the researcher get information from both short and long serving police officers.

**Table 4. 3: Period of service**

<b>Period of service</b>	<b>frequency</b>	<b>Percentage</b>
Less than 10 years	1	20
11 to 20 years	2	40
21 to 25 years	2	40
<b>Total</b>	<b>5</b>	<b>100</b>

**Source:** Author, 2015

From the research findings, majority of the respondents as shown by 40 % indicated to have served for a period of 21 to 25 years, and 11 to 20 years as shown in each case while 20 % of the respondents indicated to have served for a period of not exceeding 10 years. This implies that majority of the respondents had served for a considerable period of time and thus they were in a position to give credible information relating this study.

### **4.3 Implementation of Turnaround Strategy**

This section of the interview guide sought to establish from the interviewees whether they understand the strategy implementation process of the National Police Service.

The section covered questions on the strategic process period, persons involved in the process and the involvement of the staff in the process.

#### **4.3.1 Strategic plan of National Police Service and people involved in the implementation**

On the question of whether the interviewees are aware of the strategic plan of the NPS, it emerged that they are well acquainted as most of them were involved during the formulation as the process was consultative, instructive, participatory and all comprehensive. It was established that the strategic plan is a five year term plan with the current one covering the year 2013-2017.

All the stakeholders in the governance, justice law and order sector were involved in strategy formulation. These are the National Police Service, Independent Policing Oversight Authority, National Police Service Commission, Ethics and anticorruption commission, Kenya Human Rights Commission, the Judiciary, and the National Government. These institutions are charged with overseeing strategy implementation in the respective docket to enhance ownership, teamwork and faster implementation. They gave reasons by stating that the top management makes policies that are based on the strategic plan which are then adopted throughout the Service.

#### **4.3.2 Person responsible for monitoring and spearheading the preparation of a schedule in Strategy implementation**

In monitoring and spearheading the preparation of a schedule in strategy implementation, there is a person who is responsible for that. The respondents answered to this question by stating that the heads of various departments are responsible for that. They start from the Inspector General moving downwards to the middle level managers in the sector.

These people monitor the progress and give the feedback to the top management. Their primary task is to offer leadership and create unity of purpose and to ensure that all members share in the common vision. The respondents had faith in the review process which is undertaken regularly in a bid to check on the progress of implementation vis-à-vis the challenges.

#### **4.3.3 Leadership of the organization support towards Strategy implementation**

Strategic implementation can only work if there is support from the leaders. The respondents gave positive response on the question of whether the leadership of the organization was supportive towards the strategy of implementation. They stated that the leadership of National Police Service is supportive towards strategy implementation. The respondents also appreciated that the top leadership of the organization effects the strategy implementation process. They added that the use of tools such as performance appraisals has enabled the leaders evaluate the extent to which goals are being met in line with the stated goals in the strategy. They responded that the leaders are also working towards availing resources as well as sensitizing the service on the importance of working towards realizing the set goals.

However, some of the respondents came out with better ways of supporting strategy implementation in the organization. They pointed out that leadership of the organization should support the process through directing both human and material support towards the strategy implementation process. The leadership should also liaise with other stakeholders outside the organization that will effect the success of the strategies being undertaken.

#### **4.3.4 Drivers of successful Strategy implementation**

The success of an organizations plan is dependent on several factors. On the question of what drivers are considered for the success of the strategic process in the organization, the interviewees pointed that enhanced communication, prudent utilization of the available resources, committed staff, teamwork and partnerships, transparency and accountability, and commitment to meeting deadlines/timelines are some of the key factors that influence the organizations success. They stated that the top management of the organization should lead their subordinates by enhancing the application of these qualities in the organization.

The respondents also illustrated that political goodwill from the Executive, prudent utilization of the available resources, committed staff, embraced teamwork, guaranteed funding by the government and donor support, transparency and accountability, commitment to the police core values and the National Police Service motto as some of the key drivers that influence organizations success in strategic implementation. The unending support in terms of funding and training of the police by the European Union and the USA has transformed the National Police Service and is ranked as the best in East and central Africa.



#### **4.3.5 Organization Culture and Strategy implementation**

The researcher also wanted to know if the culture of National Police Service was accommodative to various forms of strategy implementation. They responded by stating that the culture of the organization was accommodative to the strategy implementation.

However, there was an aspect of rigidity in the sector. Some of the problems stated were issues in ranking, promotions and transfers. These issues are mostly affected by tribalism and favoritism in changes where merit and fairness are not observed. Organizational culture is said to be the behaviors and values that contribute to the unique social and psychological environment of an organization. It includes an organization's expectations, philosophy, experiences and values that hold it together and this is expressed in its self-image, interactions with the surrounding and future expectations. It is further based on shared attitudes, customs, beliefs as well as both written and unwritten rules that have been developed over time.

Culture can be expressed through various ways including how an organization conducts its business, treats its employees and other stakeholders, how power and information flows through its hierarchy, the extent to which freedom is allowed in decision making and innovation and how committed the employees are towards achieving both personal and collective objectives. The culture of an organization affects the performance and productivity as well as the success of strategy implementation process. It is considered unique for every organization and is said to be one of the hardest things to change.

The respondents agreed that the culture of the NPS is accommodative to the strategy implementation process through the adherence to the service charter which outlines the vision, mission, core values and core functions. They noted that culture of corruption in the National Police Service has eroded the core values of the service, thereby creating a negative image and lack of trust by members of the public. There is need to align the organization culture to its strategies and strengthen the core values. Currently, the police reforms being carried out is seen by the respondents as a necessary tool in aligning police culture to the organization strategies and redemption of the police image.

It was also found that there is no strong organization alignment towards goal achievement and employees are not consistent in performing well and also team cohesiveness is lacking. The respondents noted that the main challenge originates from the Service's culture citing that it is founded on bureaucracy, incompetence and rigidity. In some cases the culture of resisting change even if it is to the betterment of the overall organizations good, was highlighted to affect the level of success of the strategies. However, some respondents indicated that the culture that has been adopted by the organization might be affected by external factors such as political pressure and economic conditions.

#### **4.3.6 Level of technology in support of Strategic implementation**

On the question on whether the level of technology in the sector was supportive to the process of strategy implementation, they responded by stating that the level of technology was poor and it was not supportive to the strategic implementation. The service has made tremendous effort in upgrading its training manuals.

However, a lot remains to be done in technology upgrading. It has been hard for them to deal with criminals since the changes in technology have made criminals advanced in their operations and this move has made the organization change their mode of operations more frequently to counter the criminals.

International terrorism, human trafficking including drug and substance abuse, organized crimes and negative public image coupled with high crime rate and economic unpredictability which affects prices of goods and services have affected negatively the organization's success in implementing their strategies. It also came out that the public has a negative perception of the NPS in general and have been unwilling to cooperate fully with the offices though the same has tended to change more recently. They explained that the point of change should be at the station level bearing in mind that that is where the public meets the police. Policy formulation should be the preserve of higher echelons of the service.

They added that NPS is in the process of upgrading technology through various initiatives such as procuring modern telecommunication gadgets and communication equipment. The service has also introduced Information Technology (IT) courses and retraining of police officers to equip them with technological skills.

#### **4.4 Challenges in the implementation of Turnaround Strategy**

The researcher sought to establish the challenges that National Police Service faces in its strategy implementation process. All the respondents identified challenges that face the implementation of Turnaround strategy in the organization.

#### **4.4.1 Challenges and unanticipated challenges faced during Strategy implementation**

Most of the respondents noted that lack of adequate finance has been a major obstacle to realization of police strategic plan. The 2014-2015 National budget by the treasury had the NPS given 42% less of the budget estimate. The respondents agreed to the recommendations made by Creswell (2013) of the need to increase budget allocation for the purpose of modernizing the police service.

The organization faces problems of inadequate personnel. Strategic implementation processes require the work and attention of employees and managers at all levels within an organization. Employees offer a vast amount of knowledge that can be leveraged during strategic planning and implementation and therefore the need to have the right number and kind of personnel.

Though there was agreement by the respondents that the National Police Service is over stretched, some respondents felt strongly that the police service is actually suffering from inappropriate deployment. This is where a good number of police officers were undertaking functions which are supposed to be carried out by other people.

Ineffective coordination and sharing of responsibilities among the staff came out as another factor that affects the success of implementing strategies in the National Police Service. Overlapping of activities during the implementation was found to create confusion among the implementers and therefore leading to delays in the implementation and unnecessary bureaucracies. A good example cited is the lack of coordination between the Kenya Police Service and the Administration Police Service in carrying out their functions.

They further noted that there was also the challenge of leadership and supremacy wrangles amongst various NPS divisions with the leaders fighting and trying to outdo the other instead of working as a team to realize the vision and goals of the Service. They also stated that resistance to change especially during re-organization of officers training is a challenge faced by the sector. There are levels of training gaps and low level of retraining in the sector. The interviewees also stated that there are rivalries between commanders, coupled with corruption and tribalism which is the cause of weak leadership in the National Police Service.

The unanticipated challenges faced by the organization are security crisis such as terrorism attacks like those that occurred in Westgate and Garissa as well as unexpected changes in the leadership. They explained that such challenges attract public attention, divert resources and energy mobilization hence the strategic implementation is stagnated. They added that abrupt changes in the NPS leadership is a major challenge as the new leaders may not share the same vision and may not fully understand the strategy as they were not involved in the initial formulation process.

#### **4.4.2 Top management provision of adequate support during Strategy implementation**

The interviewees were asked whether the top management in the sector provided support during strategy implementation. They responded that commanders feel no sense of responsibility when it comes to strategy implementation. The top commanders also lack co-ordination and innovative ideas.

They stated that most of them are stuck in the past and are comfortable with it. The respondents also noted that conflicts/mistrust amongst the top management which implements the strategy have created unnecessary tension between the service and members of the public which leads to low level of cooperation between the two groups.

#### **4.4.3 Competing activities causing distractions hindering implementation of Turnaround Strategy**

The interviewees responded to this question by stating that lack of clear sense of direction at the top leadership as one of the competing activities. The merger of APS and KPS to form NPS has caused a challenge where the two services compete to outdo each other as opposed to working as a team. That shows that there is no cohesion in the sector. The nature of crime in the world has been changing so fast that the NPS has found itself being outmaneuvered by the modern organized crime.

Most of the respondents noted that the National Police Service has been neglected for many years. Lack of modern communication gadgets, use of outdated rifles, and lack of modern vehicles that is; bullet proof vehicles and vests are major contributions to failing strategic plan. The respondents noted that for the strategic plan to be achieved then the NPS need to appreciate and invest in new technology.

#### **4.4.4 Organizations ability to meet deadline and if adequate resources are provided during Strategy implementation**

The respondents stated that it was always difficult for them to meet deadlines for strategic implementation due to lack of adequate resources. The resources which the organizations provided were not enough to enable the sector meet all its needs.

They indicated that overlapping of activities during the implementation phase creates confusion among the implementers and therefore leading to delays in strategy implementation. They also pointed out that indeed, they have faced challenges during their implementation process that has affected their success rate and therefore time of completion. Obsolete equipment, lack of cooperation from relevant senior officers and the fact that most officers especially the ones in the field have not embraced IT is consequently affecting the speed and communication of decisions made.

#### **4.4.5 Government interference and provision of the necessary conditions for Strategy implementation**

The interviewees responded to this question by stating that the Government does not really give adequate support to the police reforms. They said that the sector requires a lot of funds but the Government is not willing to give. Most of the time, the Government says that it does not have funds to support certain programmes. Political interference came out strongly as an external factor that affects the performance of the service. They responded by stating that it is true that the Government influences the strategy implementation of the sector especially when it comes to budgetary allocations.

Their funds are sometimes slashed because the sector is part of the Government and this makes it hard for the service to carry out their implementations successfully. The respondents stated that sudden change of Government rules and regulations interferes with strategy implementation in the organization.

#### **4.4.6 Strategies and views that would help in overcoming challenges in Strategy implementation**

The respondents highlighted a number of measures that need to be undertaken in overcoming some of the challenges faced by the National police Service in the implementation of its strategies. They recommended various ways of addressing these challenges.

The recommendations included communication of roles and responsibilities at an early stage and involvement of middle level managers at strategy development process to enhance ownership. They also stated that resources should be added which included funds and training to be part of the activities that more emphasis should be put on. They recommended that ethics and integrity syllabus to be incorporated. Other suggestions included motivation of staff to enhance performance, accountability of the leaders, fast communication of the strategy and team work, consistency in monitoring and evaluation among the stakeholders in strategy implementation.

On the question on their views on how strategy implementation challenges should be resolved in their organizations, they responded by stating that targets should be realistic, attainable and time framed. The right people should be appointed in the offices so as to drive the vision. Staff should be motivated through training and frequent retraining for improved service delivery.

On ways to deal with shortage of personnel the respondents suggested the need to scale down of police officers involved in VIP protection and other non-police functions as well as having a clear policy on deployment of officers as per their competencies, skills, experience and knowledge. The issue of mass transfers and replacement was established as a major source of demotivation and victimization.



## **4.5 Discussion**

Implementation of an organization strategy requires resources that is, financial, human and capital resources. The Resource Based View states that each organization is a collection of unique resources and capabilities.

The uniqueness of its resources and capabilities is the basis of a firm's strategy and its ability to earn above average returns. The National Police Service in Kenya suffers from insufficient funding, inadequate capital resources and inadequate qualified personnel. This affects the implementation of the Turnaround strategy in the organization. The findings are in line with Chelimo (2005) when he observed that availability of the necessary resources is key to the success of an organization's strategy implementation process.

As Wandera (2012) noted, the right management must also be in the right positions for implementation of effective Turnaround strategy since the top management's goodwill and ownership to drive the process is also critical to an effective implementation of Turnaround strategy. The finding was also supported by Boyne, (2006) when he observed that the top management must direct the organization by ensuring that long term objectives and strategies have been determined, understood and supported by all the stakeholders within the organization who will be responsible for implementing them.

Leadership is the key to effective strategy implementation in an organization and this point came out strongly during the research. The respondents pointed that the leadership of the organization should support the process through directing both human and material support towards the implementation of Turnaround strategy.

The leadership should also liaise with other stakeholders outside the organization that will affect the success of the strategies being undertaken and seek their support in realization of the same strategies. These findings are similar to those of Ratcliffe (2008) when he observed that a strategic leader must direct the organization by ensuring that long term objectives and strategies have been determined and are understood and supported by managers within the organizations who will be responsible for implementing them.

The study found out that stakeholder involvement during the implementation of strategies in the organization will help in the success of an organizations strategy. The findings are in line with Etter (2010) who posited that an organization's value is created when it meets the needs of the firm's important stakeholders in a win-win fashion by attending to the interests of all the stakeholders -not just their shareholders. He stressed that many actors are involved in decision making and that these actors not only possess vital resources to realize policy goals and outcomes but also have different perceptions on the problem definition and have different information and ideas on solutions.

The success of an organizations strategy implementation process depends on the level of involvement of stakeholders; both internal and external. The study found that NPS had widespread consultation in process during the implementation of its strategies. However, the same consultation seemed to concentrate more on the top commanders. The observation made by Burger (2011) to the effect that in practice, managers and supervisors at lower hierarchy levels who have important and fertile knowledge are seldom involved in strategy formulation.

When they do, the probability for realizing a smooth targeted and accepted strategy implementation process increases substantially seem to apply to this case. It therefore becomes imperative that an organization considers involving all cadres of employees to enhance the level of success of the implemented strategies.

Kimaru (2010) observed that one of the reasons why strategy implementation processes frequently result in difficult and complex problems or even fail at all is the vagueness of the assignment of responsibilities. The study found out that resistance to change especially during re-organization of officers training is a challenge faced by the sector which affects the success of implementing strategies in the NPS. Overlapping of activities during the implementation phase creates confusion among the implementers and therefore leading to delays in strategy implementation.

The respondents also noted that conflicts/mistrust amongst stakeholders and the top management who implement the strategy has created unnecessary tension between the service and members of the public which has led to low level of cooperation between the two groups. Kimaru (2010) recommended that an organization structure should be clearly defined to limit the level of these conflicts and overlapping of responsibilities.

#### **4.6 Chapter Summary**

The chapter covered data analysis, presentation and interpretations of the findings of the study. It discussed the findings in line with the research objective which was to determine the challenges in the implementation of Turnaround Strategy by the National Police Service.

It further discussed how data was collected using the interview guide from officers drawn from different service departments, job ranks, different periods of service and analyzed to give an in-depth analysis of the study. It also gave a discussion on the research in reference to other literature on similar studies.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter presents a summary, conclusions and recommendations of the study. This study focused on the challenges that face implementation of Turnaround strategy by the National Police Service in Kenya.

#### **5.2 Summary**

In summary, the study shows that the interviewees are aware of the strategic process of the National Police Service and the challenges that affect the implementation of its Turnaround strategy implementation. The organization strategy covers a 5 year period and is clear and concise and can be understood by the staff though the organization adopts a top-down approach in its strategy Turnaround. As a result, the junior staff and some of the middle level managers feel that they need to be involved more by the top managers especially in strategy policies that affect them.

The study showed that the top management of the organization effect the strategy implementation process through directing both human and material support towards the strategy implementation process. The organizations' leadership also liaises with other stakeholders outside the organization that contribute to the success of the strategies being undertaken. Also, some key drivers were recognized to affect the success of the strategic Turnaround process in the organization.

These are efficient communication channels, prudent utilization of the existing resources, committed staff teamwork and partnerships, transparency and accountability and commitment to meeting deadlines. These factors influence the organizations success.

The study identified several challenges in the strategy implementation process of the organization. It was noted that there is a lack of cooperation from relevant senior officers; most of the equipment is obsolete, lack of finances and other resources as some of the factors affecting their implementation. There is also lack of cooperation from relevant senior officers and that most officers especially the ones in the field have not embraced IT and consequently affecting the speed and communication of decisions made. Political interference came out strongly as an external factor that affects the performance of the force.

The respondents pointed out that in some cases political changes lead to change in the service leadership composition and with such changes in the leadership, the implementation of the organizations plans are usually affected. The evolution of international terrorism, inadequate human resources, inadequate modern security equipment and change of Government rules and regulations were also cited as some of the other factors affecting implementation of the strategies.

A number of strategies that would help to overcome the challenges faced during strategy implementation in the NPS were identified. Some of the measures suggested included the addition of resources, motivation of staff to improve performance, liability of the leaders, fast communication of the strategy and team work, consistency in monitoring and evaluation.

The strategic process of the NPS was noted to require counselling and participatory approach. Other interviewees advocated to the organization that they should embrace an all-inclusive, participatory consultative and informative stakeholder analysis, in strategy implementation. This will help to enhance ownership, political good will in the strategy implementation processes.

### **5.3 Conclusion**

The conclusion that can be drawn from the study is that the strategy implementation process is a very vibrant process in the sustainability of the organization. In the present day, the operating environment in which the actions of an organization will affect and be affected by stakeholders, it is important that an organizations strategic process be all inclusive where the junior staff, community and non-governmental organizations views are accommodated for in order to realize reduced resistance during the implementation phase. Further, effective monitoring and evaluation of the strategies during implementation was found to be critical.

The strategy implementation process cannot be free of any challenges and it is incumbent upon the management to develop appropriate mechanism to reduce or eliminate the effect of these challenges. The organization should be able to put in place measures for tracking down progress and facilitating learning and decision making in a quick manner and therefore increase the chances of achieving the same strategies.

## **5.4 Recommendations**

The study established several strategies that can help to overcome the challenges that the organization face in the implementation process. This included the addition of resources, motivation of staff to improve performance, liability of the leaders, and fast communication of the strategy and team work, consistency in monitoring and evaluation. By practicing these strategies, the challenges will be diminished.

The study recommends that efficient communication channels, prudent utilization of the existing resources, committed staff teamwork and partnerships, transparency and accountability and commitment to meeting deadlines among the stakeholders will help to improve strategy implementation organization. These factors will help to influence the success organization. In an effort to improve monitoring and evaluation, an external consultant will be recommended to give independent opinions and guidance towards the achievement of the same objectives.

It is recommended that the top management should involve all stakeholders including the juniors in strategy implementation. Every point and decision made by every member is important in the implementation process. The organization should be able to put in place measures for tracking down progress and facilitating learning and decision making in a quick manner and therefore increase the chances of achieving the same strategies.



## **5.5 Implication of the study on Policy, Theory and Practice**

The study will give policy makers and stakeholders involved an insight on the security industry and the challenges facing NPS in implementing its strategy therefore seek ways on how to overcome the challenges so as to improve the state of security in the country. The Government being a key player in policy setting in NPS will use the information to set policies that create an enabling environment for successful implementation of strategies.

The NPS will be able to identify the various challenges that affect successful implementation of its strategy and evaluate ways on which it can improve on the same. Successful implementation of strategies requires that the progress of strategy implementation be monitored. Therefore, the study will enable the top managers see the need to have a monitoring and evaluation office included in the implementation process. This unit will be tasked with continuously monitoring and evaluating the progress of the strategies and if need be, a change of the implementation program will be necessitated to ensure that successful strategy implementation is achieved.

Information from the study will necessitate the need for procurement regulations to be hastened, unnecessary bureaucracy done away with, qualified staff employed in the procurement section and in-service training carried out to improve performance in the NPS. It will further help NPS realize the importance of enhancing a positive and adaptive culture, acquiring advanced technology, working out its relationship with the external environment, establishing partnerships with actors in the external environment and collaborating with them to support its efforts.

Strategy implementation process should not be taken as a onetime process in which the program is initiated and then rolls on continuously without any intervention from the management. As an alternative, NPS should train a practice of regular review and reference making of the strategic plan throughout its lifespan. The leadership of the organization should also take a proactive step in the strategy implementation process because the liaison process with the other stakeholders will be effectively managed with the organization leadership involvement.

The study discussed challenges in the implementation of Turnaround strategy by the NPS using institutional theory and resource based theory. It therefore adds value to strategic management practice and literature by showing how the theories can be used to explain and solve strategic management issues such as the one discussed in the study.

## **5.6 Limitations of the Study**

The study was on challenges in the implementation of Turnaround strategy by the NPS. This could not allow for an evaluation of the effect of strategic implementation on organizational performance at NPS.

The limitation of this study is derived from the fact that officers in the service will only release information when they are sure of its use due to confidentiality. This is because they treat enquiries with suspicion. This was evident during data collection forcing the researcher to exercise patience and take longer than expected. The interviewees were not free to provide all the information required by the study hence limiting generalization of these findings to other organizations in Kenya.

The interviews were held with Senior Superintendent Officers of the National Police Service. The three interviewee's officers drawn from the other different ranks did not allow their references made since they wanted the information to be confidential. Therefore, the study findings may not be reflective of the actual situation on the ground hence a limitation of the study.

### **5.7 Suggestion for Further Research**

This study recommends that further research should be done on the effect of strategy implementation on organizational performance at NPS. This will enable the researcher link the strategy implementation process and the organization's performance.

Further research should be conducted on how security agencies especially in developed countries deal with challenges associated with strategic plan implementation in order to ensure that the implementation is a success. This will help the local agencies on understanding how best to handle challenges and best ways to implement their strategic plans.

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## **APPENDICES**

### **Appendix I : Letter of Introduction**

**July 20<sup>th</sup> 2015**

**The National Police Service**

**P.O. Box 44249-00100, Nairobi, Kenya.**

**Dear Sir/Madam,**

#### **RE: REQUEST TO COLLECT DATA FOR MBA RESEARCH PROJECT**

I am a student at the University of Nairobi pursuing a Masters of Business Administration program. I would like to conduct a research project on **CHALLENGES IN THE IMPLEMENTATION OF TURN AROUND STRATEGY BY THE NATIONAL POLICE SERVICE IN KENYA**

The focus of my research was The National Police Service in Kenya and this involved use of interview guides administered to all the heads of departments.

I hereby seek your permission to conduct the research at your organization through use of interview guides and any other relevant documents. Enclosed please find an introductory letter from the University.

Your assistance would be highly appreciated. Thank you in advance.

Yours faithfully,

**Phoebe Otieno**

## Appendix II: Interview Guide

### Goal of the interview Process

To determine the challenges facing strategy implementation at the National Police Service in Kenya and the measures taken to counter the challenges of strategy implementation.

### Section A: Respondent Background interview

1. Which police service department do you belong to?

.....

2. Which rank are you in?

.....

3. How long have you worked for the organization?

.....

.....

### Section B: Implementation of Turnaround strategy

1. Does the National Police Service in Kenya have a strategic plan and if yes please indicate the period it covers?

.....

.....

2. Who are involved in the process of strategy implementation process at the National Police Service?

.....

.....

.....

3. In your organization, who spearheads the preparation of a schedule that entails measurable goals and annual work plans?

.....  
.....

4. Is the leadership of the organization supportive towards strategy implementation?

.....  
.....

5. Who is responsible for monitoring the progress of strategy implementation process?

.....  
.....

6. What are the drivers of a successful strategy implementation process in your organization?

.....  
.....

7. Is the culture of your organization accommodative of your strategy implementation?

.....  
.....

8. Does the level of technology in your organization support the process of strategy implementation?

.....  
.....

**Section C: Challenges in the implementation of Turnaround strategy**

1. What are some of the challenges you face during strategy implementation?

.....  
.....

2. Are there any unanticipated challenges that face the organization during strategy implementation?

.....  
.....

3. Are there competing activities that cause distractions hindering implementation of Turnaround strategy in your organization?

.....  
.....

4. Does top management provide adequate support during strategy implementation?

.....

5. Are you able to meet the deadline during strategy implementation?

.....

6. Does your organization provide adequate resources and capacity during strategy implementation?

.....  
.....

7. Does government interference affect strategy implementation in your organization?

.....  
.....

8. What strategies do you think would effectively help in overcoming the challenges faced during strategy implementation?

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.....  
.....  
.....

9. Please, indicate your views on how strategy implementation challenges should be resolved in your organization?

.....  
.....  
.....  
.....

10. Does the current government provide the necessary conditions for strategy implementation in your organization?

.....  
.....  
.....

### Appendix III: Student Introduction Letter



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

Telephone: 020-2059162  
Telegrams: "Varsity", Nairobi  
Telex: 22095 Varsity

P.O. Box 30197  
Nairobi, Kenya

DATE: 16/7/2015

**TO WHOM IT MAY CONCERN**

The bearer of this letter PHOEBE ACHIENG OTIENO

Registration No. Db1/7.1.205/2014

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**

