

**ACHALLENGES OF STRATEGY IMPLEMENTATION AND
PERFORMANCE OF THE NATIONAL REGISTRATION BUREAU
OF KENYA**

ELIZABETH WAMBUI MWENDA

**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENT FOR THE AWARD OF THE DEGREE OF MASTER OF
BUSINESS ADMINISTRATION, SCHOOL OF BUSINESS, UNIVERSITY OF
NAIROBI**

NOVEMBER 2015

DEDICATION

This is a special dedication to my husband David Mwenda and my children Kamau Eric Gatwiri and Fiona who have walked with me through this journey and have always given a word of encouragement when it seemed too tough.

ACKNOWLEDGEMENT

I thank and praise the almighty God who through His infinite grace and mercy has guided and given me strength and perseverance throughout this MBA program. I thank my supervisor Prof. Z. B. Awino for his guidance and patience which have enabled me complete the project. My special gratitude to my husband Mwenda for his encouragement and also my children for their support throughout the program.

TABLE OF CONTENTS

Declaration	ii
Dedication	iii
Acknowledgement	iv
Abbreviations and Acronyms	viii
Abstract	ix
CHAPTER ONE: INTRODUCTION	1
1.1 Background	1
1.1.1 Concept of Strategy	2
1.1.2 Strategy implementation	3
1.1.3 Challenges of strategy implementation	4
1.1.4 Organizational Performance	6
1.1.5 Strategy Implementation and Organization Performance	7
1.1.6 Public Service Sector in Kenya	8
1.1.7 National Registration Bureau of Kenya	9
1.2 Research problem	11
1.3 Research Objectives	13
1.4 Value of the Study	13
1.5 Chapter Summary	13
CHAPTER TWO: LITERATURE REVIEW	15
2.1 Introduction	15
2.2 Theoretical Foundation of the Study	15
2.3 Strategy Process	18
2.4 Factors in Strategy Implementation	19
2.5 Strategic Management Process and Challenges of Implementation	22
2.5.1 Strategic Management	23
2.5.2 Challenges of Strategy Implementation	27
2.6 Measures of Organizational Performance	32

2.7 Empirical Studies and Research Gap	33
2.8 Chapter summary.....	34
CHAPTER THREE: RESEARCH METHODOLOGY	36
3.1 Introduction.....	36
3.2 Research Design.....	36
3.3 Sampling	36
3.4 Data Collection	37
3.5 Data Analysis	37
3.6 Chapter Summary.....	38
CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION	39
4.1 Introduction.....	39
4.2 Response Rate.....	39
4.3 Demographic Information.....	40
4.4 Challenges of Strategy Implementation and Performance at NRB	40
4.5 Discussion.....	45
4.6 Chapter Summary.....	47
CHAPTER FIVE: SUMMARY CONCLUSION AND RECOMMENDATION	48
5.1 Introduction.....	48
5.2 Summary	48
5.3 Conclusion	50
5.4 Recommendations and Implication of the Study	51
5.5 Limitations of the study	54
5.6 Areas for Further Study	54
REFERENCES	56
APPENDICES.....	60
Appendix 1: Questionnaire	60
Appendix 2: Supervision Allocation Form.....	63
Appendix 3 : University of Nairobi Introduction Letter.....	64
Appendix 4: NRB Introduction Letter	65

ABBREVIATIONS AND ACRONYMS

- IDS** Identity cards
- NRB** National Registration Bureau
- SMS** Short Message Services

ABSTRACT

The purpose of this study was to establish the challenges that National Registration Bureau faces while implementing its strategic decisions and how these challenges affect its performance. The study was carried out through a case study and focused on the middle level managers of various departments and the sectional heads from various sections and working under the supervision of the middle level managers but mostly from the production centre. Primary data was collected by administering interview guides to the respondents. A total of 25 questionnaires were distributed. Out of the twenty five questionnaire administered, twenty one respondents filled theirs translating to a response rate of 84% which was very good. Several factors have been identified as the causes of challenges of strategy implementation in National Registration Bureau. These challenges can be summarized: political interference both internal and external, rapid technological change that renders its machinery obsolete so fast, lack of understanding of the strategic decisions, lack of adequate leadership and communication, lack of adequate coordination and direction. Inadequate feedback mechanism, inadequate human and other resources, inadequate skills and capability of implementers, and inconsistencies in translating long range plans into short-term activities. All these are factors that contribute to poor performance of NRB. Recommendations made include sufficient allocation of resources to core activities of the strategy, proper talent management, strengthening of the information management systems, management carry out frequent studies in order to understand emerging trends and leadership to be fully involved in strategy implementation. The implication of the study is in helping NRB understand the challenges it faces and their impact on performance and thereby come up with a policy that should address all aspects of strategy implementation. Theories developed will also help explain the relationship between strategy implementation challenges and performance of organizations thus becoming a reference point for managers at NRB.

CHAPTER ONE

INTRODUCTION

1.1 Background

A strategy is a plan that integrates organization goals, policies and continues action into a cohesive agenda. Strategies are important and they end the objective of the organization in specified time and therefore implemented strategies are needed for the achievement of superior performance of organizations. However problems that impede on performance begin in the implementation stage where attention is required from the top management of the organization as well as the support of all the stakeholders.

Strategy implementation is the process in which organization or companies are in a position to ask a question of what activities, what time and which process needs to be followed to achieve its objectives (Richard, 2009). Strategy implementation involves the managerial activities like management appraisal, motivation and control process of all functional areas of an organization. The strategy implementation requires the management to develop policies and have good strategies put into action by developing programs, budgets and procedures effectively.

The study is guided by the open system's theory which was first developed by biologist Ludwig and later became applicable to all disciplines. It is based on the concept that the organization is strongly influenced by its environment recognized by economic, political and social nature and which it regularly exchanges feedback with. Open system theory has several approaches such as contingency approach, socio-technical and system's approach which has guided this study. The theory is suited for this study as the National Registration Bureau (NRB) operates in a unique environment and is structured to accommodate the unique problems and opportunities.

The National Registration Bureau (NRB) in Kenya is a public service organization whose core function is to identify, register and issue identity cards to Kenyan citizens of eighteen years and above, prevents illegal registration and maintains a comprehensible database for use by stakeholders. Section 10 of the registration act Cap 107 (Laws of Kenya) underscores the importance of identification and registration. To manage strategy implementation effectively, NRB has come up with strategies that are devoted to ensure effective and efficient service delivery and registration of all Kenyans who have attained eighteen years and above.

The motivation of this study arose from the desire to understand why the impact of these efforts has not been felt as performance of NRB is still ineffective and inefficient. This is highly reflected in the large number of unregistered Kenyans, constant complaints about poor service, long processes and delays in issuance of identity cards, bribery allegations, unsatisfied stakeholders, political interference in registration of persons, unmotivated workforce and poor communication among others. In view of the above, the study's desire is to contribute in identifying the challenges that hinder effective strategy implementation and the factors that contribute to these challenges as these are the factors that contribute to poor performance and ineffectiveness in the organization.

1.1.1 Concept of Strategy

Strategy is the direction and scope of an organization over the long-term which deliver a competitive edge for the firm amidst an ever changing business environment. Strategy guides an organization to superior performance. Effective strategy configures a firm's resources and core competencies in order to achieve desired objectives. Strategy creates a culture in the firm in which the firm only focuses on the value adding priorities in its mission and vision (Scholes, 1997). Competitive strategy is aimed at creating a goodness of fit between the firms internal resources capabilities and the environmental challenges (Aosa, 1992).

Strategy is a framework within which the choices about the nature and direction of an organization are made. Framework means boundaries or parameters defined by clear criteria which help determine what lies inside or outside the scope of the organizations strategy. The choices to be made are what products and/or services will and will not be offered; what markets will and will not be served and what key capabilities are needed to take products to the market.

Johnson and Scholes (2001) state that there are three levels of strategy: corporate strategy, business level strategy and operational level strategy. Corporate level strategy is concerned with the overall future direction of the organization. Business level strategy is concerned with the sustainability of the different business units and the operational level strategies are concerned with the shop floor delivery system and procedure Pfeffer (1996). The environment in which the levels operate is ever changing and tends to be dynamic and turbulent. Organizations are therefore called upon to strategically look at the long-term. Strategy needs to be well defined since it would determine and communicate the direction in which the organization will move and the level of performance it will achieve.

1.1.2 Strategy implementation

Strategy implementation involves; objectives, strategies and policies put into action through development of programs, budgets and procedures. During the implementation process various managerial activities are needed for its success such as institute strategic control and organization goals (Raps and Kauffman 2005). Managerial activities are valued in times of implementing the strategies in organization because they are the key analyst of the decision making of the organization. Managers in the organization plays the main roles during the implementation process by directing the organization change, motivating people, building and strengthening organization in competitive capabilities.

Successful strategy implementation is categorized into three stages; identification of measurable and annual objectives, development of specific strategies and development, communication of policies to guide decisions (Pearce and Robison 2005). The three stages give organization opportunity in determining its strength and weakness of the strategies and assist in the transforming long term objectives into specific short term and result on proper utilization of resources in future.

Hofer and Schendel (2009) opine that organization benefits a lot in a successful strategy implementation to upgrade the organization growth, development of efficient and effective systems, increase organization impact and sustain its competition. They further point that strategy implementation is one of the components of strategic management and contain set of decision and action that results in the formulation and implementation of planned long terms objectives of organization. Thus, strategy implementation is considered successful when all activities are well functioning as this improves its financial performance and achieves its strategic vision.

1.1.3 Challenges of strategy implementation

Organization or companies face many challenges in the strategy implementation some of which includes conflicts in priorities, insufficient management participation, management leadership style, poor communication and inadequate management development (Kaplan 2005). He notes that most organizations face such challenges which make them incompatible to objectives. The management and implementers lack the understanding or overlook the inter-dependency of different factors of which none should be neglected for the successful implementation of the strategies.

The strategy implementation of an organization is also affected not only by environmental forces and strategic capability, but also by the values and expectations of those who have power in and around the organization Johnson and Scholes (2002). Other research studies show that the challenges facing an organizations' strategy implementation are both difficult and complex because of the ambiguous involvement of many departments in the organization while social and political aspects contribute to the failure of strategy implementation and need to be taken into account for smooth implementation of the strategy (Plunkett *et al.*, 2008).

Kessler and Kelley (2000) contend that, implementing business strategy is difficult and challenging. Various obstacles have been discussed by these authors to alert public sector managers to the level of difficulty involved in operating programs in a result-oriented fashion. By recognizing the complexity and magnitude of business strategy implementation, managers can approach the challenge with realistic expectations. According to Kessler and Kelley, there are significant challenges that could inhibit success unless dealt with aggressively and effectively.

They include cultural issues, pessimism and skepticism, false support, passive resistance, preretirement lethargy, mismatches between strategy and structure, lack of funds, information technology constraints, communication gaps, and influence of unions and organized labor. Success strategy implementation requires senior management sincerity, support, and involvement. Without these critical ingredients, ambitious goals are unlikely to be achieved. It also requires involvement of all managers at all levels to work effectively (Kessler and Kelley, 2000)

Organizations encounter strategic challenges in different fronts that will influence organization performance and capacity to achieve the required objectives in time. Organization lack skilled and talented executives to handle the task of implementing the strategies in a timely and in effective way. Strategy implementation practices are a critical element in organizational functioning. Whereas most organizations have good strategies, successful strategy implementation remains a major challenge. Within the organization structure, without formal and informal strategy implementation practices, strategy implementation cannot work effectively (Jonson and schools, 2002).

1.1.4 Organizational Performance

Organizations need to be efficient and effective in doing the right things, optimal use of their resources, ensure they meet satisfactorily or exceed their customer expectations and are adaptable to the changes in their external environment and the demands of their situations. The concept of organization performance has many meanings and has no universally accepted definition. In the 1950s organizations were viewed as social systems and organization performance focused on work, people and organization structure and how they interacted in their effort to achieve the goals of the organizations. From the 90s performance has been viewed in terms of the organization's ability to accomplish its pre-set goals using minimum resources, i.e. effectiveness and efficiency.

Raps and Kauffman (2005) are of the view that organizational performance is affected by three major factors; organization motivation to achieve the performance objectives, the influence and impact of the external environment and the organizational capacity to achieve the performance desired. Continuous performance is therefore the focus of organizations as it defines the extent to which the organization achieves a set of pre-determined objectives unique to its mission and determines their ability to grow and expand. Organizations have unique key performance drivers that are critical to their capacity to perform

The environments of public organizations according to (Bryson, 2004) have become not only increasingly uncertain in recent years but also more tightly interconnected; thus changes anywhere in the system reverberate unpredictably, and often chaotically and dangerously throughout the environment. This increased uncertainty and interconnectedness requires a fivefold response from public organizations.

First, these organizations must think strategically as never before. Second, they must translate their insights into effective strategies to cope with their changing circumstances. Third, they must develop the rationale necessary to lay the ground work for the adoption and implementation of their strategies. Fourth, they must build coalitions that are large enough and strong enough to adopt desirable strategies and protect themselves during implementation. And finally, they must build capacity for ongoing management of the strategic change.

1.1.5 Strategy Implementation and Organizational Performance

Organization performance refers to organization's ability to achieve its performance objectives based on the constraints imposed on it by the limited resources and changes in its operating environment. Organization performance can be measured using indicators in efficiency, effectiveness, relevance to stakeholders and financial viability. Continuous performance is the focus for any organization because it is through performance that organizations are able to assess the success of strategy implementation. Organizations engages in strategy making which involves establishing specific objectives and performance targets for both the organization and each organization sub-unit Thompson (1989).

How an organization performs in its environment is determined by the strategy formulated and how they are implemented. Knowing the determinants of organization performance is important as it guides in decision making and enables the identification of those factors that are the key performance drivers in improving on the performance of the organization. Organization performance is measured in both financial terms such as sales, profit, growth and non financial terms such as customer satisfaction, goal achievement and perceived success. Effective performance measurement is a prerequisite for effective decision making which leads to effective strategy implementation.

1.1.6 Public Service Sector in Kenya

The government of Kenya recognizes that a public sector that is efficient and effective is pivotal for enhanced national competitiveness, economic growth and development of the nation and which ultimately will lead to a high quality of life for its citizens as envisioned in its development blueprint, the vision 2030 which covers the period 2008-2030 (Kenya Vision 2030). All government organizations strategic plans are therefore linked to the mid-term plans of vision 2030 and they are prepared to guide budgeting and plan implementation. They also prepare and commit themselves to performance contracts which are tied to delivering the strategic plan outputs and targets within specified timelines.

The environments of public organizations according to (Bryson, 2004) have become not only increasingly uncertain in recent years but also more tightly interconnected; thus changes anywhere in the system reverberate unpredictably, and often chaotically and dangerously throughout the environment. This increased uncertainty and interconnectedness requires a fivefold response from public organizations.

First, these organizations must think strategically as never before. Second, they must translate their insights into effective strategies to cope with their changing circumstances. Third, they must develop the rationale necessary to lay the ground work for the adoption and implementation of their strategies. Fourth, they must build coalitions that are large enough and strong enough to adopt desirable strategies and protect themselves during implementation. And finally, they must build capacity for ongoing management of the strategic change.

Public sector organizations have over time developed and designed elaborate strategic plans which sadly have not resulted in the improvement of their performance. This scenario has resulted from poor strategic planning. Challenges in strategy implementation have also influenced the performance of these organizations. These challenges have originated both from the internal and external environments in which these organizations operate.

Governmental organizations in Kenya are mainly service organizations and most have near monopoly of provision of these services. The public organizations like every other organization are shaped by the current economic circumstances, resources, history, politics and the demand placed by the public which are all factors in their operating environment. They also have multiple and diverse stakeholders who wield power in and around them thus influencing strategy implementation and performance.

1.1.7 National Registration Bureau of Kenya

The history of registration in Kenya can be traced back to 1915 when the native registration act was enacted. This ordinance made it compulsory for all male Africans who had attained the age of sixteen years or above to register and acquire a registration certificate containing their particulars and fingerprint impressions. In 1947 the then government enacted the Registration of Persons Ordinance which removed racial discrimination and made it mandatory for all male persons of sixteen years and above to register and be issued with an identity card which was in a booklet form.

The National Registration Bureau became a fully pledged department in 1978 It was mandated through the Registration of Persons Act (Cap.107) Laws of Kenya to identify, register and issue Identity cards to all Kenya citizens both male and female who had attained the age of sixteen (16) years and above. It is during this transition that the book form of the identity card was replaced with a card (1st Generation Identity Card) which was enclosed in a plastic envelope and heat laminated. In 1980 the age of registration and issuance of identity cards was raised from 16 years to 18 years and above.

The NRB therefore is a public service organization and is one of the departments that form the Ministry of Interior and Coordination of National Government in the Office of the President in charge of immigration and registration of persons that enables the government to positively identify its citizens in order that they may be accorded the rights and privileges guaranteed to them by the Kenyan constitution (DPM report, 2006). Its core functions as stipulated in the registration of persons act cap 107 laws of Kenya is to identify, register and issue identification documents to Kenyan citizens on attainment of eighteen years and above.

The organization is also charged with the responsibility of management of a comprehensive database of all registered persons and the detection and prevention of illegal registration (Ministerial Strategic Plan 2008/2009, Vision 2030). The NRB has grown over time and the demand for its services has increased tremendously. This in turn has created the need to accommodate new developments in the demand for its services and also the need to make operations more efficient and effective so as to meet customer expectations.

The NRB strategic choices are shaped around meeting these needs. The public who are the customers of NRB have also become more enlightened and more aware of their rights and privileges and their demands for better, efficient and effective services have grown. The organization however faces many challenges in strategy implementation which include insufficient management participation, conflict in priorities, poor communication, inadequate management development, pressure from varied stakeholders, poor teamwork and inadequate capacities and resources. Another challenge is that like all public service organizations strategies are formulated, analyzed and choices are made by the top management without full participation of the implementers and are then disseminated downwards for implementation.

1.2 Research problem

Strategy implementation is translating strategies into action in order to achieve superior performance. A well crafted strategy guarantees organization success and sustainability if implemented effectively. Strategic plan has been understood by most managers but there has usually been disconnect between strategy implementation and performance. Strategy implementation is complex and time consuming and requires managers and implementers with the right skills and competencies.

The public sector in Kenya is composed of many organizations that contribute to its performance. These organizations are greatly influenced by changes in their environment. The sector therefore realizes that strategic thinking and action is important for its continued existence relevance and effectiveness in meeting public expectation. NRB has put great effort into strategic planning in order to ensure efficient and effective service delivery, most of these plans remain unimplemented and this is a challenge to the organization.

There is evidence in the failure of the department to achieve its core objective efficiently and effectively as outlined in the plan. For example NRB's brilliantly crafted plans that focus on customer satisfaction, improving processes to ensure timely issuance of identification documents and looking at employee aspects are yet to yield expected performance. The constant complaints from the customer base are also evidence that the organization is not performing according to the expectation of its customers.

Poor implementation of strategic plan can result in it becoming an ineffective document (Pfeffer and Sutton, 1996). Husseiny et al (2013) found in their study that the critical factors that challenge strategy implementation are time, organization structure, organization culture, resources, leadership and uncontrollable external factors, which when not sufficiently explored and clarified result in inconsistency between planning and implementation. Brinkschroder (2014) identifies challenges of strategy implementation in three divisions, strategy, structure and human behavior. Herbert (2009) in addition to the above points out that lack of clear policy objectives leaves room for differential interpretation and discretion making implementation more difficult and may lead to implementation failure..

Other studies carried out locally on the challenges facing implementation of strategies for example, Muthuiya (2004) studied strategy implementation and its challenges in non profit organizations in Kenya using the case of AMREF. Ng'ang'a (2011) did a study on the challenges of strategy implementation at JHPIEGO Corporation Kenya. Akinyi (2012) reviewed challenges of strategy implementation at the municipal Council of Kisumu in Kenya. Kithinji (2012) studied the challenges of strategy formulation and implementation at Achilles Kenya ltd. Magambo (2012) reviewed the challenges of strategy implementation in public corporations in Kenya.

Akwara (2010) who researched on challenges of strategy implementation at the Ministry of Co-operative development and Marketing have shown that; organizational culture, human resource policies, financial resource policies and procedures, information and operating systems and performance incentives among others were all impediments to strategy implementation. While the reviewed studies compare well with this study, none of the studies has covered the unique environment that NRB faces and the results of this study may not be the same. This study wishes to answer the following question: What challenges is NRB facing in strategy implementation that impedes its performance and what measure can be taken to address these challenges?

1.3 Research Objectives

The objective of this study is:

To identify the challenges of strategy implementation and their impact on the performance at the National Registration Bureau in Kenya.

1.4 Value of the Study

The study is beneficial to NRB in that it is helping identify challenges that hinder effective strategy implementation and at the same time identify what fuels those challenges. This in turn will allow the management to have a list of critical factors to consider in strategy implementation. The study is providing the department with information that is helpful in developing policy objectives that will address the issue identified in the study thereby improving on existing practices and models of strategy planning and implementation.

The study is building on the existing theories on organizations and their behavior in their attempt to adapt to their environment through strategy implementation and the challenges they face in their strategy implementation efforts thus contributing and enriching the area of strategic management and management of strategic change. Governmental organizations that operate in unique environment may greatly benefit from these theories.

The study also adds to the pool of knowledge useful to other researchers, and academicians for referencing in areas of challenges of strategy implementation. It may also encourage further research especially from governmental organizations as a result of the gaps identified in this study or unanswered questions that will result in deeper understanding of this field of study.

1.5 Chapter Summary

Every organization makes choices as to what products and/or services will and will not be offered; what markets will and will not be served and what key capabilities are needed to take products to the market. The environment in which the organizations operate is ever changing and tends to be dynamic and turbulent Ansoff (1990). Organizations are therefore called upon to strategically look at the long-term and come up with Strategy that is well defined since its implementation will determine how it the organization performs.

Challenges of strategy implementation are those factors that hinder effective strategy implementation and they emanate both from the internal and external environment of the organization. It has been established that the organization is an open system that interacts with the environment and has to formulate strategies and manage those strategies for its survivor. The organizations performance and survivor depends on how it manages these challenges.

NRB is a public service organization that also faces strategy implementation challenges which hinder effective performance. This purpose of the study was to establish the challenges of strategy implementation that impact of effective performance of the organization. The information gathered is beneficial to the organization as well as the academic field as reference point.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter provides a review from other researchers who have carried out research on the same field. The study is built on the theoretical foundation of the open systems theory and its several approaches. The study will discuss the system's approach, contingency approach, socio-technical approach as related to strategy, strategic management process, challenges of strategy implementation and research gaps

2.2 Theoretical Foundation

The open system theory was first developed by biologist Ludwig Von Bertalanffy in 1956. It is centered on clarifying the whole, its parts, and the relations between them. The theory has come to be known as the modern theory of organization and is based on the concept that the organization is an adaptive system which has to adjust to changes in the environment. Sirajul and Naveed (2014) state that the organization as a system is composed of interconnected and mutually dependent subsystems which may also have their own subsystems. The theory has three approaches: the systems approach, the contingency approach and the socio-technical approach.

An open system holds that organizations continually interact with the environment or its surrounding and has inputs which it derives from the environment and disposes its output into the environment. Hicks & Gullet (1975) argue that a viable organization and its environment are in a kind of dynamic equilibrium, rearranging their parts as necessary in the face of change. The open system approach views the organization interaction with the external environment vital for its survival.

The open system holds therefore that the organizations are strongly influenced by the environment in the same manner that they influence the environment in which they operate. The open system's approach views the organizations interaction with the external environment vital for its survival and success. According to Pfeffer (1982) the factors in this external environment to be taken into consideration include social, political technological and economic factors. The fundamental assumption is that there should be agreement between the organization and its environment and among the various sub-systems.

The contingency system approach views the organization as a system composed of sub-systems demarcated by identifiable boundaries from its environment, that the organizations systems are inter-related with their environment and provides inter-relationships among sub-systems. Sirajul S. &Naveed (2014) argues that there is no universal guidance which can be deemed suitable for all organizations and that different environment requires different organizational relationships for optimum effectiveness and that it is based on situational approach to the organization.

The main managerial task is to find a suitable fit between the organization and its environment and the proper internal organization design that can bring greater efficiency and effectiveness. The system theory may be considered a general theory of organization and management, Herbert and Gullet (1975). Current views of management theory stress the changing nature of the external environment and the need to understand and address these external forces for change. The contribution and role of systems theory and contingency theory to the management process is stressed. Management theory stresses the need for effective planning to ensure that organizational goals are obtained.

The basic function of management is to align not only people, but also the institution itself including technology, processes, and structure. The people resource and quality of management are central to the performance, development and effectiveness of an organization, Mullins (2010). It attempts to reduce uncertainty at the same time searching for flexibility. Management must deal with situations, which are dynamic, inherently uncertain, and frequently ambiguous. Management is placed in a network of mutually dependent relationships which he must manage to ensure strategic fit.

Eisenhardt and Martin et al (2000) say that dynamic capabilities involve the organizational processes by which resources are utilized to create growth and adaptation within changing environment. Dynamic capabilities pertain to the organization's competencies to integrate, build, and reconfigure resource positions in rapidly changing environment Musandu J. A.(2014). Organizations are considered as consisting of five basic parts; inputs, process, output, feedback and the environment. Pondy R. L.(1966) views organizations as having four subsystems identified as informational, political, functional and social. The theory assumes that the organization exists because their participants expect to satisfy some objectives through them which objectives cannot be assumed to reduce to a single objective.

Nightingale & Toulouse (2009) say that a theory of organization is proposed in which five concepts-organizational environment, managerial values, organizational structure, interpersonal and intergroup processes, and the reactions-adjustments of organization members-are linked in an open systems framework. It is hypothesized that the concepts are mutually interdependent .Congruent and predictable relations are assumed to result from reciprocal relations among the concepts.

2.3 Strategy Process

The strategy of an organization refers to the tactics and approaches made by management to produce successful performance. A strategy is a plan or disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does and how it does it with a focus on the future Chemwenoet, al (2014). It is a plan of action designed to achieve a particular goal and is concerned with how different engagements in the organization are linked efficiently and effectively in order to achieve set targets within a specified time period. Strategy links the organization to the environment and can be deliberate or emergent.

Organizations operate in an environment that is turbulent and ever changing. They are dependent on the environment for resources for their inputs and also as consumers of the goods and services they produce thus the environment influences the link between the strategy and performance. Competitive strategy is aimed at creating a goodness of fit between the firms internal resources capabilities and the environmental challenges Aosa (1992). To accomplish their objectives, organizations must come up with good strategies that guide them as to what, when, how and for whom to produce. Creating a strategic vision must have support from top to bottom and requires a holistic and integrated participation at all levels. A strategy can either be deliberate or emergent

Strategic decision involves making decisions that stop or refocus established activities in order to re-allocate resources. It involves initiating strategic change which is difficult, complex and at times complex to implement. Deliberate strategy is conceived by top management and is a result of a process of negotiation, bargaining and compromise while emergent strategies are responses to unexpected opportunities and problems arising when intended strategies are being implemented. To achieve its objective the organization chose strategies that align them properly with the environment Awino & Muriuki et al. A well conceived strategy is communicated to all the people in the organization, Beer and Eisenstat (2000).

The strategic process is considered as a deliberate formal process where planning is done formally and hierarchically from the top management downward and usually done on an annual basis. An environmental scan is carried out to identify available opportunities and threats from the external environment against the internal strengths and weaknesses of the organization. Johnson and Scholes (2001) state that there are three levels of strategy: corporate strategy, business level strategy and operational level strategy. The strategy defines the mission and concrete goals, identifies executable plan of action that describes how the organization will achieve the stated mission and the objectives allocates resources according to priority objectives and defines performance indicators to be used.

2.4 Factors in Strategy Implementation

Strategy implementation is the process of putting strategies, policies and programs that can be understood at the functional level where they are translated into concrete actions in the short-term. During the implementation process various managerial activities are needed for its success such as institute strategic control and organization goals (Raps and Kauffman 2005) Strategy implementation function involves working on what it will take to make the strategy effective in order to reach the targeted performance. Strategy implementation is a vital component of strategic management process as it involves putting into action the logically developed strategies in order to achieve defined targets. It is a dynamic activity within the strategic management process.

Unlike strategy formulation, strategy implementation is often seen as something of a craft, rather than a science Yang Li,& Sun et al (2008). The strategy implementation function consists in seeing what it will take to make the strategy work and to reach the targeted performance. It is institutionalizing strategy and making sure it permeates the day-to-day life of the organization. Shah A. M. says that although the literature on strategy implementation is growing, it is not so well developed as the literature on strategy formulation as the later has received considerable attention in the planning literature.

Pearce and Robinson (2005) are of the view that although there are some common used models and frameworks available such as SWOT, industry structure analysis, and other generic strategies, for researchers and practicing managers in the areas of strategy analysis and formulation in strategic management, in contrast, there is no agreed upon and dominant framework in strategy implementation (Noble, 1996 & Okumu,2003).

Good conceptual planning would not result in good outcomes if implementation and execution is weak and unpractical. Thus, good strategic business planning needs good and practical execution. Nutt (2001) in his study on implementation of strategic decisions asserted that according to contingency theory a match of approaches to situation improves the prospects of success. He further noted that the most successful implementation approach and intervention depends on among others time constraints, importance, resource availability, source of pressure to change, the power and position of the implementing manager. The implementation approach used by managers has more impact on success than the situational constraints.

These contextual factors are also presumed to include the people, the size of the organization, the difference among resources, crises situations, and managerial assumptions about employees and the environment among others. These factors create a contingency network that affects the implementation of strategic decisions but a good implementation plan leads to successful implementation of an appropriate strategic decision while redeeming less appropriate ones Kargar & Blumenthal (1994).

Springer (2005) states that managers are more comfortable with strategic planning than implementing strategies. Strategy implementation involves organizing, leading and control. The important assumption here is that managers do feel comfortable if implementation activities are left to someone else, as it does not form part of the manager's responsibility. This argument is also being expanded by Hrebiniak (2006) who stated that managers are trained to plan and as a result they would be more familiar with formulating strategy and very little about strategy implementation.

The assumption being emphasized is that it is the responsibility of the top-management to plan and think strategically while the role of the lower level personnel would simply be that of carrying out the top level management's demand in terms of what needs to be implemented. Strategy implementation and execution is one of the fundamental criteria in a company's success Brown & Eisenhardt, (1998).

The best formulated strategies may fail to produce superior performance for the firm if they are not successfully implemented, as Noble (1999) notes. Pearce et al (1997), categorize components of strategy implementation that managers need to take into consideration during implementation. These are the structure, systems, shared values (culture) and leadership. The stronger the 'fits' created between these components, the greater the chances of successful strategy implementation.

McCarthy and Curran (1996) are of the view that organizational structure and behavior win an organization must be in harmony with and support the strategy of an organization if strategy implementation is to succeed. It's important for managers to understand and utilize organizational structure to aid them in the implementation of the strategy. Pearce et al (1997) concurs that the four fundamental elements that must be managed to fit if the strategy is to be effectively institutionalized are; organizational structure, leadership, culture and rewards.

Okumus (2001) identifies ten key variables that are important for successful strategy implementation. The factors are; formulation, environment uncertainty, organizational structure, culture, operational planning, communication, resource allocation, people, control and outcome. Pearce and Robinson (2003) assert that to infectively implement strategy, mechanisms such as organizational structure, information systems, leadership styles, assignment of key managers, budgeting and rewards and controls systems must bein place.

Strategy implementation has two dimensions: the structural view composed of firm structure and control mechanism, and interpersonal process view referring to strategic consensus, behaviors, organizational climate, communications and interaction processes (Noble, 1999). He also identifies goals, organizational structure, leadership, communication and incentives as essential in strategy implementation process and maximizing cross-functional performance.

Thompson (1989) defines strategy implementation as primarily an administrative task that involves figuring out workable approaches to executing the strategy and then during the course of day-to-day operations, getting people to accomplish their jobs in a strategy supportive and result-oriented fashion. Implementing strategy requires management to establish annual objectives, device policies, motivate employees, allocate resources, develop a strategy-supportive culture, establish an effective organizational structure, and redirect all efforts towards meeting the organization goals, preparing budgets, developing and utilizing organization information systems and linking employee compensation to organizational performance. Implementation also involves establishing monitoring and feedback mechanisms in order to ensure its effectiveness.

2.5 Strategic Management Process and Challenges of Implementation

Pearce & Robinson (2005) define strategic management as the set of decisions and actions that result in the formulation and implementation of plans designed to achieve a company's objectives. The strategic decisions and actions include planning, directing, organizing and controlling. The ability to implement strategic decisions is one of the most valuable strategic assets and requires a keen knowledge of the critical aspects to affect change Boyce (1985). However, in organizations, the decision makers are often removed from the employees who are tasked to implement and be accountable for implementing the decisions Brodfuehrer & Hagen (2000). The implementation involves multiple actors, especially those decisions involving high stakes and future implications Bhushan & Rai, (2004).

Aaltonen and Ikavalko (2001) state that transforming strategies into action is a far more complex, difficult and a challenging undertaking and therefore not as straight forward as one would assume. The challenges that managers face in strategy implementation depends on a number of factors. Cocks (2010) is of the view that important factors that help implement strategic plans in public sector organizations are: integration of strategy formulation and implementation, effective execution, focused leadership of the right people, visible management systems to communicate widely and use of project management techniques to deploy the strategic plan. There are many organizational characteristics which act to constrain strategy implementation and these are; organizational structure, culture, politics and management style.

2.5.1 Strategic Management

The term strategic management according to Thompson and Strickland (2003) refers to the managerial process of forming a strategic vision, setting objectives, crafting a strategy, implementing and executing the strategy, and then over time initiating whatever corrective adjustment in the vision, objectives, strategy, and execution are deemed appropriate. They further state that a strategy is a management tool which is of multidimensional nature. It is the match or fit between organizational human and financial, tangible and intangible resources, risks and the environmental opportunities facing an organization in accomplishing its purpose. Strategy is a framework through which an organization can assert its vital continuity whilst managing to adapt to the changing environment to gain competitive advantage.

Pearce et al (1997), lists factors of strategy implementation that managers have to take into consideration during implementation into; the structure, systems, shared values (culture) and leadership. The stronger the 'fits' created between these components, the greater the chances of successful strategy implementation. McCarthy and Curran (1996), organizational structure and behavior within an organization must be in harmony with and support the strategy of an organization. It's important for managers to understand and utilize organizational structure to aid them in the implementation of the strategy.

Pearce et al (1997) the four fundamental elements that must be managed to fit a strategy if the strategy is to be effectively institutionalized are; organizational structure, leadership, culture and rewards. These fundamental elements must be fully considered when formulating strategy and also when planning for the implementation of strategy in order to ensure that both strategy and plan are aligned to them, that is create a fit between the strategy and the elements.

That is strategic management is concerned with the analysis of strategic goals (vision, mission, and strategic objectives) along with the analysis of internal and external environment of the organization. Ansoff (1984) defines strategic management as a systematic approach to the major and increasingly important responsibility of general management to position and relate the firm to its environment in a way which will assure its continued success and make it secure from surprises.

To accomplish the task, managers must plan a series of activities and set targets to be accomplished in a specified time period. Strategic planning is therefore a decision making process that aligns the organization's internal capability with the opportunities and threats it faces in its environment. According to Porter (1985) strategy is about achieving competitive advantage through being different by delivering a unique value added to the customer, and having a clear and actable view of how to position yourself uniquely in your industry.

Taylor et al (2005) define strategic management as consisting of the analysis, decisions, and actions an organization undertakes in order to create and sustain competitive advantage. This definition according to Taylor and others captures two main elements that go to the heart of the field of strategic management. First, the strategic management of an organization entails three ongoing processes; analysis, decisions, and actions firms outperform others. Thus managers need to determine how a firm is to compete so that it can obtain advantages that are sustainable over a lengthy period of time

Thompson et al (2003) says that strategy is the match between organization resources and skills and the environmental opportunities as well as the risks it faces and the purposes it wishes to accomplish. A strategy is a long term plan of action designed to achieve a particular goal, most often 'winning'. Strategy is a deliberate search for a plan of action that will develop a business's competitive advantage and compound it.

Johnson and Scholes (2002) state that 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 challenging environment, to meet the needs of markets and stakeholders expectations. Hrebiniak (2005) says that making strategy work presents a formidable challenge. A number of factors such as politics, resistance to change cause a major setback hence without carefully planned execution, strategic goals cannot be achieved. Ansoff and McDonnell (1990) noted that while implementing strategy is such an important activity, it is not easy. Most excellent strategies fail when attempts to implement them are made.

David (1997) asserted that 10% of formulated strategies are successfully implemented while 90% of well formulated strategies fail at implementation stage. The reasons advanced for failure in strategy implementation are; fit between strategy and structure, allocation of resources, organizational culture, leadership, rewards system and the nature of strategy itself. Organizations have to strike a balance between all these factors in order to ensure that crafted strategies are put into action. Implementation of strategy does not automatically follow strategy formulation. There is always some resistance, which occurs whenever there is a departure from historical behavior, culture and power structure. All these cause delays, additional costs and instability in the process of change.

Strategy implementation involves implementing and managing organizational change. There are barriers and resistance to change in every organization. Well formulated strategies and strategy initiatives fail where they are not supported throughout the organization. Another challenge is inability of management to unite the total organization behind the strategy and see that every relevant activity and administrative task is done in a manner that tightly matches the requirements for strategy execution Njagi & Kombo (2014). They add that building an inspired, motivated, committed and determined workforce up and down the ranks is a big challenge especially where this is not matched with equal management skills and capabilities.

For any organization, the strategy is a process that begins with recognition of where you are now, what you have now and where you want to be in future. It is the process of specifying the organization's objectives, developing policies and plans to achieve these objectives, and allocating resources to implement the policies and plans to achieve the organization's objectives Thompson, Strickland and Gamble(2007). Managers must give thought to their organization structure by asking if their intended strategy fits the current structure and whether the current structure is appropriate to the intended strategy. Organization structure looks at the responsibilities and decision making powers of the managers, their linkages both horizontal and vertically, the coordination and support between them. Effective strategy implementation is therefore the key to continuous improvement to organizational performance.

2.5.2 Challenges of Strategy Implementation

The best strategies may not necessarily result in great performance in organizations as it involves attending to the relationships between these factors; strategy, structure, systems, style, staff, skills and subordinate goals. Beer & Eisenstat (2000) have given what they call the six silent killers of strategy implementation: top-down or laissez-faire senior management style, conflicting priorities and the resulting poor co-ordination, inadequate and ineffective senior management team, poor vertical communication and inadequate down-the-line leadership skills and development.

Herbert (2009) adds that lack of clear policy objectives leaves room for differential interpretation and discretion resulting in more difficult and failure of strategy implementation. To achieve successful implementation process therefore, it is important for the management to establish mechanisms and strategies that will aid in achieving the intended objectives of the organization. It is also important for managers to understand and identify the pitfalls and challenges that can occur during the process to improve the effective implementation. To know which pitfalls can emerge could help to prevent them and can lead to a more proactive approach. During the process the identification of these pitfalls is necessary to mitigate the challenges.

Hrebiniak (2005), making strategy work presents a formidable challenge. A number of factors such as politics, resistance to change cause a major setback hence without carefully planned execution, strategic goals cannot be achieved. Organizations have to strike a balance between all these factors in order to ensure that crafted strategies are put into action. Implementation of strategy does not automatically follow strategy formulation.

Beer and Seintat (2000) have categorized the six killers of strategy implementation and they state that quality of direction which is caused by ineffective top management team implementing unclear strategies and having conflicting priorities lead to implementation failure. Also quality of learning where there is poor vertical communication, and quality of implementation referring to poor co-ordination across functions, businesses or boarders. They add that many top teams hide their differences rather than confront hard trade-offs directly.

Organization structure is also a crucial factor that influences strategy implementation. Organizational structure refers to particular description of the roles of the organization, the role of decision-making power, and the placing of responsibility. Olsen et al. (2005) in their study found out that a firm performance is strongly influenced by how well a firm's Strategy is matched to its organizational Structure. There must be a fit between the structure and the requirements for decision-making, coordination and control of the organization for effective strategy implementation. Managers must have sufficient powers to make strategic decisions whenever they are needed.

Olsen, Slater and Hult (2005) in their study found out that a firm performance is strongly influenced by how well a firm's Strategy is matched to its organizational Structure and the behavior of its employees. They saw many organizations adopted structures and encouraged behaviors that reinforce their market strategy and concluded that firms that match structure and behavior to strategy fare better than those that do not. This shows the connection of strategy, structure and behavior. Strategy has direct influence on Behavior and Behavior and Structure also have their influence on Strategy. The balanced interplay of all three leads to increased performance, which is the main objective of implementing a new or changed strategy.

A radical new Strategy must be aligned with existing Structure and Behavior. Govindarajan (1988) has the same opinion and says that matching administrative mechanisms with strategy is likely to be associated with superior performance. Challenges are bound to arise where structure and behavior are not adapted and when new strategy is not in line with the existing Structure and Behavior of an organization. The 5 P's model of strategic management recognizes strategy(Purpose), structure (Principles& Processes), and behavior (People)as critical in strategy implementation. They describe the connection between them as strategy drives structure, structure drives behavior and behavior drives results.

Organization culture is another factor that contributes to strategy implementation challenges. This is mostly evident in the resistance displayed to strategic change. Drennan (1992) defines culture as the way things are done in an organization. Culture is widely described as a system of shared values held by employees of an organization which distinguishes it from other organizations. Robbins and Judge (2007) stated that strong cultures are found in organizations where the company's dominant values and assumptions are widely and deeply held by the members of the organization. Where these are lacking there is always some resistance, which occurs whenever there is a departure from historical behavior, culture and power structure. All these cause delays, additional costs and instability in the process of change.

MacMillan (1978) believed there is a need to develop commitment by the members of an organization to key strategic decisions. Here the assumption is that people are motivated more by their perceived self-interest than by the organizational interest unless these are congruent. In their paper Guth and MacMillan (1986) studied the motivation of middle management to implement a certain strategy. They found out that if middle managers believe that their self-interest is being compromised they are likely to redirect, delay or totally sabotage the implementation.

Beer and Eisenstat (2000) think managers can increase commitment with involvement and integration of employees from lower levels. The involvement will create a kind of ownership in the new strategy, which increases commitment enormously. Brown (1998) stated that an enabling corporate culture aligned with the organization's strategic direction and strong leadership, helps sustain motivation over the years. Successful organizations tend to be those which possess assumptions and values which encourage behavior that is aligned with the organization's strategy. Organization culture influences how its strategy is implemented.

Another challenge to strategy implementation is monitoring and control in order to ensure that the strategic plan is on course. Crittenden et al. (2008) are of the opinion that too much control inhibits creativity, which is a critical resource to the organization. Too much control in the organization structure can hinder creativity and therewith a fast adoption of strategy. It is important that implementers understand the direction where the organization and the managers are heading but how they go this way must be left to employee's own devices.

Olson et al. (2005) in their study are of the opinion that balance between hierarchy and independence and self-responsibility must be established in connection to the strategy implementation. Organization control consists of verifying whether everything occurs in conformity with the plan adopted; instructions issued; and the principles established. Controls can be either strategic or operational. Strategic controls are concerned with the overall performance of the organization or a significant part of it. Operational controls measure activities within sub-units of an organization and usually cover a shorter time period than strategic controls. All such controls check whether the organization's strategic and operational plans are being realized and put into effect corrective measures where deviations from expected performance levels or shortfalls are occurring.

This includes the options put in place in the event that the implementation is not on track which include changing the action steps, changing the strategy or implementing emerging strategies or even changing the schedule among others. Strategy implementation is therefore a key challenge for today's organizations. Other scholars such Yang Li, Sun G. et al (2008) argue that there are many factors (soft, hard, mixed) that influence the success of strategy implementation ranging from the people who communicate or implement the strategy to the systems in place for coordination and control.

Challenges of strategy implementation are also as a result of strategic drift of organizations Pierce and Robinson (2003). This is when organizations go through a long period of relative continuity during which established strategies remain largely unchanged or changes are made incrementally and as a result these strategies fail to address the strategic position of the organization in its environment and performance keeps on deteriorating.

Another challenge to strategy implementation is leadership management. Leadership of managers is very crucial in strategy Implementation as leaders often have a substantial impact on Performance of the organization. The role of the leader is important if an organization wants to implement a new strategy. O'Reilly et al, (2010) define leaderships as "a person's ability, in a formally assigned hierarchical role, to influence a group to achieve organizational goals". Thus in the implementation process the leader can play an important role. He has to ensure that the rest of the organization is committed to the strategy, by convincing the employees that a new strategy is important and also create a meaning of strategy, so that the employees support this strategy.

Leadership management has to deal with resistance, allocate resources and create consensus. This consensus is especially important, so that leaders at subordinate levels reinforce the strategy and the whole workforce of the organization has a compelling direction. O'Reilley et al. stress that consistency of leadership gives employees a backing and support. Noble (1999) describes the abilities needed by management leaders as a combination of technical skills, interpersonal skills and sensitivity to the needs of other functions. Thereby the manager needs to find a balance between powerful charismatic leadership and sufficient autonomy for the employees. Crittenden et al. (2008) want to see a capable, contributing, competent, effective and executive leader when it comes to strategy implementation.

Rapert et al. (2002) see the need for vertical communication through the organization as well as frequent communication as major method to reach shared perceptions, values and beliefs among the workforce and eventually reach a stage of higher performance of the organization. Also Noble(1999) feels the significance of a common language and understanding. Beer et al. (2000) see a major challenge in the lack of honest upward conversations from employees about barriers and underlying causes, which is caused by a strict top down management style. They agree with Noble (1999) and Rapert et al. (2002) that poor vertical communication inhibits effective strategy implementation and promote more open dialogue within the organization.

2.6 Measures of Organizational Performance

Organization performance management involves understanding and acting on the performance issues at each level of the organization, from individual, to teams and departments to the organization as a whole Hussein et al (2013). It establishes strategic controls in the management process to guide and regulate the strategic activities of the organization and also defines key performance drivers from which the performance of the organization is measured. Performance measure can be financial or non-financial.

The idea of organizational performance is hanged on the position or premise that it is a combination of productive assets made up of human, physical, and capital resources, for the major reason of fulfilling a dream, vision or accomplishing a shared purpose (Barney, 2002; Carton & Hofer, 2006). Organizational performance is also viewed as the measure of how a manager utilizes the resources of the organization efficiently and effectively to accomplish the goals of the organization as well as satisfying all the stakeholders (Jones & George, 2009).

Key performance drivers include: strategic focus, customer value, leadership and team performance, culture, value and ethics, process excellence, talent and knowledge management Brinkschroder (2014). Performance indicators are defined from these key drivers and they must be measurable, sustainable, achievable, and realistic and achieved within specified time. Managers need to evaluate performance more often in order to make effective decisions. The test for successful strategy implementation is whether actual organization performance matches or exceeds the targets spelled out in the strategic plan. Organizational performance refers to the achievement of an enterprise with respect to some criteria.

2.7 Empirical Studies and Research Gap

An empirical study refers to research conducted in order to find empirical evidence. The role of empirical studies is to help researchers discover general features by analyzing specific discourse phenomena that interpret them Marilyn and Johanna (1997). It is the studying of other past studies with a view of establishing a cause-effect interpretation. Examining these studies reveals that there is a relationship between challenges of strategy implementation and performance of organizations.

Successful strategy implementation is a key for any organization's survival Rajasekar J. (2014). The challenges of strategy implementation that influence performance of organizations identified include: ineffective senior management, senior management style, unclear strategies and conflicting priorities, poor coordination across functional boundaries, inadequate information flow and poor communication, inadequate skills and capabilities of employees. Other challenges identified are inadequate tangible and intangible resources, motivation and rewarding systems. External problems include political interference, government regulations and competition from competitors.

Strategy implementation has increasingly become the focus of numerous studies particularly because the process from project formulation to implementation is not effective and therefore not adequate for today's business Sorooshimet. al, (2010). Most of these studies have been conducted on private and profit making organizations.

The research gap identified is that not much has been studied on governmental organizations and the unique challenging and turbulent environment that they operate in, the many challenges of strategy implementation they face and the impact on their performance. Implementation style in the public sector matters especially with the combination of appropriate strategic choices Rhys et, al (2011). Most research is concentrated on profit making organizations that are profit driven. The purpose of this study is to identify which of these identified challenges apply to National Registration Bureau and how they have influenced the performance of National Registration Bureau.

2.8 Chapter Summary

The literature has established that strategy implementation is important but difficult because implementation activities take a longer time frame than formulation, involves more people and greater task complexity, and has a need for sequential and simultaneous thinking on part of implementation managers Hrebiniak & Joyce (2001). Strategy implementation is a function of multiple and dynamic variables that must be looked at in an integrated approach in order to understand their interactive effects.

The literature has also established that strategy is the direction of an organization, is set at the corporate level, has major importance for the survivor of the organization that operates in a dynamic and ever changing environment. A great strategy does not guarantee great performance and that a gap exists between strategy on paper and realization of the strategy. A higher performance of an organization goes with effective and successful strategy implementation, Brinkschreder (2014).

The literature establishes that the public service organizations in the recent past has seen a large influx of private sector principles and tools into the public sector in an attempt to improve efficiency and effectiveness and overall performance, McBain and Smith (2010). Public organizations face multiple challenges during strategy implementation as they too have to establish a fit between the key variables whose interplay determines the successful or failure of strategy implementation and improved performance of organizations. These variables are structure, strategy and behavior. All the factors identified as challenges to strategy implementation are all summed up to the three variables. It is important for managers to understand and identify the challenges that can occur during the process in order to plan for actions to mitigate these challenges and improve effective implementation.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter deals with the research design, population sample and data analysis.. Research methodology refers to ways of obtaining, organizing and analyzing data, Polit&Hungler (2003) that is it contains the layout of the research framework.

3.2 Research Design

The study adapted a case study to identify and describe challenges of strategy implementation and explain the performance of National Registration Bureau. The design is considered suitable as it allowed a qualitative analysis where in-depth study was done and data generalization and inferences were drawn in order to gain insight into the larger cases. It allowed an in-depth study of the challenges of strategy implementation and how it affects the performance of NRB. The study allowed description and explanations rather than predicting a phenomenon.

According to Polit and Hungler (2003) the object of case study method is to find out the factors that explain the behavior patterns of a given unit and in this study it helped to identify the challenges NRB faces in implementing strategic decisions and explained what influences these challenges had on the performance of NRB. It involved a careful and complete observation of social units and placed more emphasis on analysis of a limited number of events or conditions and other inter-relations.

3.3 Sampling

This study used the simple random sampling technique. Simple random selects a representative sample and is without bias from the target or accessible population. The random sample selected was 25 respondents composed of seven middle level managers and eighteen section heads at NRB. It was composed of seven departmental heads from production, procurement, field services, accounts, quality assurance, legal section, ICT and eighteen section heads.

The departmental heads and section heads are the people involved in the strategy implementation. The section heads work under these managers. They prepare annual work plans and set targets, monitor and control implementation and facilitate feedback. They are the people who are accessible and are instrumental in the day-to-day strategy management process of the department.

3.4 Data Collection

In this research questionnaires were used to collect primary data from the middle level and section heads managers at NRB. The questionnaires were administered to the middle and sectional heads of various units. A questionnaire is a research instrument consisting of a series of pre-planned questions designed to yield specific research information. They vary from highly scripted to relatively loose and help a researcher to know what to ask about and in what sequence. Primary data was collected from the respondents. Primary data is data collected afresh for the first time by the researcher and it is original in nature.

The in-depth interview allowed more interaction between interviewer and the interviewee thus providing more qualitative information, more representation and efficiency. Permission from the management was sought and consent from individual managers requested through a formal introduction letter and which facilitated very positive response from the interviewees.

3.5 Data Analysis

Qualitative data analysis was done using content analysis. Kother defines analysis as the computation of certain measures along with searching for patterns of relationship that exist among data. Analysis can be descriptive or inferential. Content analysis is the use of qualitative data analysis technique to analyze information and contents collected in a systematic way in order to come up with useful conclusions and recommendations.

Hsieh and Shannon (2005) define content analysis as the systematic qualitative description of the composition of the objects or materials of the study. The data obtained from the interview guide was analyzed qualitatively. The qualitative data analysis was adopted in this study because the researcher was able to describe, interpret, make general statements on how categories of data are related and also criticize the subject of the research.

Content analysis was the best method of analyzing the qualitative data that was collected from the interviews and discussions. The data collected were compared with theoretical approaches and empirical information cited in literature review to draw conclusions. Data from various respondents was compared against each other in order to identify issues that are general to the organization and those that are department specific. Meanings were made from informants' responses through conceptualization and explanation building.

3.6 Chapter Summary

This study adopted a case study design which allowed an in-depth study of the challenges of strategy implementation and how they affect the performance of National Registration Bureau. As Polit and Hungler (2003) state that case study object is to find out factors that explain the behavior patterns, this study established the relationship between challenges of strategy implementation and performance of NRB.

Simple random selected a representative sample of 25 respondents at the middle level management and section supervisors whom the researcher felt were instrumental in strategy implementation in the organization. Questionnaires with structured and unstructured questions were administered and a response rate of 84% was realized. The response rate according to Mugenda and Mugenda (2003) is very good. Collected information was checked for consistency and completeness before analysis. Content analysis was carried out in analyzing the data collected and the analyzed data was compared to with the theoretical approaches and conclusions drawn from the analysis.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the findings and discussions on the data collected in order to address this study objective. The purpose of the study was to investigate the relationship between the challenges of strategy implementation and the performance of the National Registration Bureau. The other purpose was to explore ways of mitigating the challenges facing the NRB. The study targeted 25 mid-level managers and section heads working under their management. The mid-level managers are the key strategy implementers while the section heads are in charge of operation in their sections.

4.2 Response Rate

The sample of the study comprised of 25 respondents. The research instruments were interview guides which were administered to the respondents and collected a day later having been duly filled. The mid-level managers were from different departments and the section heads of various sections under them. The researcher made use of content analysis to describe the relationship between challenges of strategy implementation and performance. Out of 25 interview guides administered, 21 were duly filled and returned giving a response rate of 84%.

Mugenda and Mugenda (2003) state that a response rate of 60% is adequate and rates very well a response rate of 70%. Kothari (2004) concurs that a response of 50% is adequate and one of 70% is very good. Based on their assumption the response rate of 80% in this study is very good. This high response rate that the researcher managed to access can be attributed to the fact that the researcher is an employee of the organization being studied.

4.3 Demographic Information

Demographic information was based on the management position, level of education, professional training, period served in the position and period served in the organization. The study sought to find out the respondent's level of education and professional qualifications. The period worked in the position and in the organization helped ascertain the experience of the respondent in their area of work and also how well they understood the environment of the organization.

The respondents were asked to state their highest level of academic qualification. Most had post graduate qualifications with almost all of them being in management level. Most sectional heads were first degree holders, few had post graduate degree but have been in the organization from a few months to one year, and a few are diploma level. The mid-level managers were of higher job scales than the sectional heads. This is because besides being of a higher level of education most have undergone professional training in various fields and have more responsibilities. They have been in the organization longer than the sectional heads hence are more experienced. They also have large number of employees working under them including the sectional heads of various sections.

4.4 Challenges of Strategy Implementation and Performance at NRB

The following paragraphs discuss the findings of the study. The first section deals with the factors that form the challenges of strategy implementation while the second section deals with the effect of the challenges on the performance of the organization. Organization performance can be measured in terms of relevance, effectiveness, efficiency and financial viability.

The respondents were asked to what extent the leadership of the organization was supportive, how communication with the top leadership was and if a delay in service delivery was because problems requiring top management intervention were not acted on time. Responses indicated that there is top leadership involvement in strategy implementation. However the majority of the respondents indicated this support to be moderate which they indicated was not quite adequate. Responses especially from the management indicated that leadership participation and commitment tend to have great impact in strategy implementation resulting in great performance as they influence the thinking and provide direction to strategy implementation.

The respondents also indicated that leadership support and commitment ensures that problems arising during implementation and which may require prompt response are acted on faster. It also helps build confidence that the implementation of strategies is on course as there is frequent monitoring and feedback. Most of the mid-level management respondents indicated that top leadership response to problem solving was good while most sectional heads response was that the top leadership response to problem solving was moderate to poor. Most respondents indicated that strategy implementation has influences on organization performance to a great extent.

The respondents were asked to state the extent to which there was coordination and direction in strategy implementation. Those of the majority both the sectional heads and the mid-level management was of the view that there was moderate extent in coordination and direction in strategy implementation. However none of them were of the view that there was no coordination and direction. The coordination and direction is of utmost importance in strategy implementation as each section cannot function without the other.

The NRB has a service charter which clearly defines the services a customer expects to receive and within such timelines. To be able to offer these services effectively various sections must be effectively coordinated and directed to ensure no section causes delays. Most respondents felt that there was no adequate direction and some sections caused delays in the provision of services. The different sections could not move at the same pace as these sections were not honoring their timelines. They also responded that some processes that required several decisions from different managerial personnel were causing delays in meeting the timelines. According to the respondents there was also a lot of interference by other government officials in the operations of the sections due to vested interests thus hampering coordination and direction

Most respondents said that they did not understand the strategic decisions they were supposed to implement and also that the instructions and the policy guidelines were not clear. The extent to which this lack of understanding and clarity was moderate with the sectional heads, great extent to employees working under sectional heads and little extent with the mid-level management. The respondents were of the view that because of the diverse environmental background of its customers and the different methods of identification and registration applied to different group of customers, it was challenging during strategic decision implementation due to different interpretation of the strategies and this influenced their performance

Identification process in cosmopolitan towns and border districts where customers had to go through constituted vetting committees was more challenging and were also cause of delays resulting in increased complaints from members of the public and feelings of being discriminated against in the provision of services. It was very hard for one to be able to identify the genuine Kenyans especially in these areas as officers faced challenges when relying on the chiefs and vetting elders to identify the Kenyan citizens. This it was indicated led to incidences of corruption and which led to illegal registration.

The respondents were asked to state the extent to which the feedback mechanism was adequate in the implementation of the strategies. Most responded that the extent of feedback mechanism was very little to moderate. Most respondents stated that feedback mechanism between supervisors and their subordinates, between the different sections and departments and between the organization and the customer were inadequate. Most respondents indicated that there was need for improved feedback mechanism especially in the management level during strategy implementation and also at the operational level where sections and departments depend on each other for inputs.

Those on the management level were of the view that feedback mechanism was good while the sectional heads that are mainly in the operations were of the view that a lot needs to be done to improve on feedback. This lack of proper feedback mechanism has resulted in a lot of delays and rejected application for IDs. This in turn has resulted in complains and lack of confidence from the customers and poor performance of the department.

All the respondents agreed that communication is deeply connected with strategic consensus. Everybody in the organization must know the direction the organization is going and what are the objectives. They also must know the vision. Communication serves as a mean to reach a consensus. Management's task is to ensure that this communication takes place between themselves and the middle management, between different functions and between other important connections in the organization for successful strategy implementation. Both the mid-level managers and sectional heads response was that much needed to be done to improve on communication. They all felt that this was not adequate for effective performance.

According to the respondents the politics from both inside and outside the organization, through interference by government officials/law-makers and employees in the management and operation of the organization affected its overall performance. Asked to what extent politics influenced performance most respondents in the section heads indicated moderate extent while those in management indicated great extent.

Politicians had a lot of interest in the organization in that they view it as one of the major vehicle to propell them to political leadership position of the country in that the more people they get registered in order to aquire identity cards the more people they have to vote for them. The respondents say that this erodes their confidence while implementing strategies because of the pressure from politics and the fear of prosecution and this in turn influences their performance.

The respondents said that the appraisal and reward system was inadequate. Asked to state to what extent appraisal and rewarding system influenced performance, most indicated that this greatly influenced their performance. All the respondents felt that appraisal and reward system was inadequate and needs to be improved to cater according to level of education and experience.

The respondents also indicated the rapid technological change which lended the production machinery obsolete so soon as another challenge to strategy implementation which influenced the organization performance. The reason was that new technology required installation of new and expensive infrastructure, retraining of the personnel working with the new technology and at times a complete change of the work environment in the event the new technology requires specific environmental conditions. These conditions may not necessarily be conducive for the employees and affects their performance. The time taken to implement these changes took longer than anticipated. All these factors though intended to improve on the performance often took longer for their positive impact to be felt.

Concerning the challenges of resources both human and financial, the responses showed that there is need to improve in order to ensure that sufficient resources are availed during strategy implementation. This covers the organization's most important skills and capabilities which the management must ensure that they are sufficient for successful strategy implementation. These resources include people, finances, up-to-date technology and organization culture that hold people together towards a common objective.

4.5 Discussions

The findings from the research confirm that there is a relationship between the challenges of strategy implementation and performance of NRB. The participatory and committed leadership ensures there is a proper channel of communication that ensures free flow of information. Noble (1999) describes this leadership as one that combines technical skills, interpersonal skills and sensitivity to the needs of other functions and also stresses on the need for a common language and understanding.. Most respondents felt that communication is the most critical factor in determining the success of strategy implementation and also the most challenging. The responses indicated the leadership needed improvement in this area.

Responses showed that successful strategy implementation requires an optimally functioning and competent management system matched with the right skills and competencies so as to ensure that the right strategic choices are made and implemented Thompson et al (2003). This kind of management ensures that internal processes are well selected, supported, coordinated and directed for optimum output. The respondents said there is need for regular professional training of employees in order to ensure they are up-to- date with the processes and other operations. The information age demands new knowledge ideas, new methods of processes and service delivery and also new methods of participation.

Balance between hierarchy and independence and self-responsibility in connection to strategy implementation should be clearly established, Ison et al. (2005). Respondents were of the view that for effective service delivery coordination between different departments and sections must be established and proper directions and systems control provided as this enables cross-functional collaboration in the organization and removes any unnecessary barriers. The response also indicated that different sections have different interests and as a result interpreted the strategic decisions according to their individual section's interest and not those of the organization and this resulted with even more barriers.

Organization culture is the general pattern that is accepted by the organization and is mostly evidenced by the resistance displayed to strategic change Drennan (1992). When asked to state if the organization culture was supportive and to what extent the unsupportive culture influenced the organization performance, most responded moderate extent. The respondents were of the view that a supportive culture is good as it supports change and helps improve the overall wellbeing of the organization thereby raising the performance of the organization.

Integration of employees from lower level can increase commitment and create a kind of ownership and understanding of strategy Beer and Eisenstat (200). Most respondents felt there were inconsistencies in translating long range plans into short-term objectives. This means that changes were not properly introduced to the daily routines and at times these changes are not clearly communicated which resulted in different interpretations to the strategy. They felt that activities and tasks are not properly defined thus causing the processes not to be properly aligned. They were of the view that middle level managers should involve them when planning the activities and also hold regular meetings held to update one another on new developments instead of writing memos.

4.6 Chapter Summary

The result of the data analysis shows that NRB faces many challenges that impact negatively on its performance. These challenges can be summarized: inadequate management skills and capabilities, political interference both internal and external, rapid technological change that renders its machinery obsolete so fast and the high costs of replacing them, lack of understanding of the strategic decisions, lack of adequate leadership and communication, lack of adequate coordination, direction and adequate system controls, inadequate feedback mechanism, inadequate human and other resources, inadequate skills and capability of implementers, and inconsistencies in translating long range plans into short-term activities. these are factors are summed up in the three core variable in strategy implementation that is strategy in terms of purpose, structure in terms of principles and processes and behavior in terms of people Brinkschroder (2014).

The key performance drivers which include strategic focus, leadership, culture values and ethics, process excellence, talent and knowledge management in NRB are inadequate. This has contributed greatly to the poor strategy implementation and therefore ineffective performance of the organization. Respondents all agree that leadership needs to play a significant role in determining the organizational performance by ensuring that implementers adhere to policies and procedures thereby ensuring effectiveness and efficiency.

In summary findings show that there is lack of fit between the organization structure and strategy and strategy implementation, there is very limited budgetary allocation, inadequate human resources including skills competencies and numbers, technological insufficiencies including the skills required to manage technology and their infrastructures.

CHAPTER FIVE

SUMMARY CONCLUSION AND RECOMMENDATION

5.1 Introduction

From the analysis and data collected, the following summary, conclusion and recommendation were made based on the objective of the study.

5.2 Summary

The National Registration Bureau of Kenya faces many challenges in its strategy implementation. These challenges have great influence on the performance of the organization. The challenges are from both the internal and external environment. The environment in which NRB operates is dynamic and sometimes volatile. The environment is also complex due to its unique nature. Changes in the political, economic, social, technology, ecological and legal have great influence in the performance of the organization.

The results also suggest that NRB aligns its strategies towards offering services that are effective and efficient and that meet customer expectations. NRB also strives to ensure there is a strategic fit with its diverse, different and unique environment that covers the entire nation. The organization aligns its internal environment with the external one in order to achieve optimum performance.

To achieve this there is need for a visionary and strategic leadership that is able to respond strategically to the changes in the environment for the survival and growth of the organization. The NRB is a state organization that enjoys the monopoly of identifying, producing and issuing national IDs to Kenyan citizens on attaining 18 years and above. One of its major external challenge that influences its performance is the political factor as the ID card is linked to the National elections. The ID card is viewed as a political tool to propel many politicians to power hence the political pressure applied to the organization during electioneering period.

There is a need to delink the ID card from the political climate of the day by ensuring that politicians are not allowed to put pressure on the organization through coercion and intimidation of the organization leadership. This can be done through enactment of laws that protect the independence of the office and the office holders.

The results suggest that the skills and capabilities of the strategy implementors are inadequate. They also suggest lack of clear understanding of the instructions and policy guidelines. There is therefore need for upgrading and training of selected staff who are pivotal in strategy implementation. They need to be trained with the right skills and capabilities and also on the use of the emerging new technologies that NRB is adapting in its endeavour to improve on service delivery. There is need for the implementors to be involved in the formulation of the guidelines in order to increase understanding.

The results suggest that employees are not satisfied with the appraisal, rewarding and remuneration system. Rewarding high performing employees need to be enhanced in order to motivate them to perform even better and also motivate those lagging behind to improve their performance. There should be salary increases, allowances increases and extra rewards for those who meet and exceed their targets.

The NRB needs to build a strong alliance internally and externally with its various stakeholders and allow free flow of information that is relevant to the stakeholders in order to mitigate from political interference. NRB also needs to critically evaluate its members of staff in order to ensure only those who are performers are given the responsibility of strategy implementation.

The results suggest that the NRB's culture is not very good and is unconcerned about the well being of others as well as the organization as a whole. Strategic leaders therefore need to look for ways of cultivating a strong and positive organization culture that is supportive of the types of activities and changes called for. They need to cultivate a culture of all inclusive in strategic formulation and implementation in order to enhance the feeling of trust and ownership of these strategies thereby improving on implementation and performance.

The results shows there is resistance to change during strategy implementation. This is due to lack of understanding of the strategies, lack of the technical know-how and also desiring to stick to tradition. NRB desires to reduce or completely eliminate bureaucratic practices and procedures in order to help improve flexibility in bringing change. NRB also needs to build on systems that are ready for or are easily adaptable to strategic change.

The study connects theory and practice and summarizes all necessary aspects of former literature. It connects work from more than three decades and adds insight from current practices and methods from the business world. Most researchers are concerned with the aspects of strategy implementation and not strategy implementation. The development and importance of strategy implementation can be seen in this study and challenges to avoid in order to gain intended performance.

5.3 Conclusion

Strategy is the direction of an organization, which is formulated at the top and has major importance for the survival of an organization. Often managers think that an outstanding strategy alone will guarantee the sustainability and competitive advantage for their organization. But research shows, that much of what was well thought and planned is not effectively implemented. A gap exists between strategy formulation and planning on paper and the realization of those plans. This study tried to establish the underlying challenges that cause this dismal success rate in strategy implementation.

The study looked at three key variables, strategy, structure and behavior. Their interplay is accountable for the performance of strategy. A higher performance goes with effective and successful implementation. From existing literature and former research the study collected factors and assigned them to the three key variables. The factors are leadership, human and other resources, capabilities and skills of implementers, politics, organization culture, reward, remuneration and the appraisal systems and show the critical parts of effective strategy implementation.

Managers should know them and consider them when they plan and implement strategy. The challenges are assigned to the different factors that are important. The interview guides were administered to the respondents and were based on the knowledge gained from the literature review and connected to the theory part of the study. The response reveals challenges and suggests solutions from the reality of a public organization. The study grants insights on the common challenges that governmental organizations face while implementing strategy.

The aim of the study was to highlight how the challenges that governmental organizations face while implementing strategies and the effect they have on the performance of these organizations and also to offer suggestions that can help mitigate these challenges with the view of improving performance. The study gives managers a general overview about strategy implementation and what to consider and plan for which in the end will help them be more successful when it comes to strategy implementation.

5.4 Recommendations and Implications of the study

It is recommended that new talents with the ability to motivate and energize others be recruited to key positions. These talents must have the ability to make tough decisions rapidly and definitely and have the ability to carry things to the end. Upgrading and training of selected staff who are concerned with the implementation of strategic decisions be undertaken to ensure they understand all issue to do with strategy and strategy implementation. Rewarding high performing employees need to be looked into. Rewarding through promotion will raise staff morale and act as an incentive to others to perform. Involvement and participation of all stakeholders in the entire process of formulation and implementation is recommended.

This study connects theory and practice and helps the organization to come up with a policy that should address all aspects of strategy implementation. The management can refer to the results of the study in order to understand the challenges identified and come up with a policy that addresses the issues raised in the study. The management in addressing the policy issue would involve the strategy implementers.

The theories established in this study helps in explaining the relationship between challenges of strategy implementation faced by the organization and its performance. The study helps in establishing the cause and effect relationships. The theories established by the researcher thereby becoming the reference point for the management at NRB when making strategic decisions. The theories becomes a reference point for professional bodies contracted to study the organization with a view to coming out with a hypothesis and then testing these hypothesis through research in order to come up with better solutions. The theories may also become the reference point for managers in trying to understand the organizations and its environment.

In practice the study adds insight from current practices and methods. Management and strategy implementers might learn from the findings of this study thus improving their decision making during strategy implementation for example in allocating resources for existing or new strategies the results recommending allocation of adequate resources to core strategies in order to ensure successful performance. The results also recommend that strategy implementation should only involve committed personnel with adequate skill and capabilities. The study is also helpful in the development of new strategies since it helps the planners to know the challenges to expect and therefore put mechanisms in place to mitigate against them.

Sufficient allocation of financial and other resources is recommended and a strong sense of accountability to be instituted in the daily work life of all employees. In this respect, the detailed practical planning from the main strategic business plan for every employee is to be made and transparency in reporting which will show their activities which contribute to the respective department objectives. Schedules and deadlines for accomplishment and detailed assignment task with responsibilities and due dates are to be presented and agreed at management meeting for immediate medium and long-term executions.

Strengthening the management information systems (MIS). All mid-level managers and sectional heads should be able to make decisions immediately a problem arise and take the necessary action if they had immediate access to the information system of the organization. Instances where a case that required consultation of the information can take longer to be resolved because the concerned officer did not have direct access to the information system and has to access this information through the authorized officers.

An understanding of the most relevant factors, challenges and their solutions for effective strategy implementation must be of interest to both the NRB leadership and the strategy implementers. This study has highlighted how governmental organizations implement strategy. Therefore the most relevant factors for effective strategy implementation identified from the study should generate interest to the concerned people in the organization with a view of carrying out another research on the organization. Furthermore possible challenges during the process of implementation are summarized in this study and further research will establish more facts.

Managers and strategy implementers at NRB need to carry more frequent studies. First they can know what are the crucial factors to consider when planning for strategy implementation. Then they can foresee a summary of challenges that can occur, what can help them to identify challenges on their own in their organization and develop a more proactive approach. Finally they get an insight to solutions from other managers. Managers need to consider multiple aspects, as there are multiple relations and connections between factors causing challenges. If one factor is ignored unpredictable causes for other component might occur. None of the factors should be seen in isolation, strategy implementation is a complex, dynamic and changing task for organizations.

5.5 Limitations of the study

The limitation of the study refers to those characteristics of the design or methodology that influenced the application and interpretation of the results of the study. Time factor was one of the limitations. Most of the respondents were on most occasions unavailable as they were either in meetings or attending to duties in the field station or too busy with their responsibilities. This caused several visits to their offices to collect the interview guides.

Another limitation was mistrust of the respondents who thought that the information they give might be used to target them. However this was overcome by the researcher who obtained a letter of authorization from the relevant authorities and a reassurance to the respondents that the information was purely for academic purposes. Another major challenge encountered in this study was the need to obtain a balance between the work demands and conducting the study. These constraints notwithstanding, the study was successfully conducted.

5.6 Areas for Further Study

This study concludes that the area of challenges of strategy implementation in governmental organizations is mostly ignored yet these are organizations that are very crucial for the success of the economic, political and social growth and sustainability of a country. More research should be carried out in this area in order to establish the challenges of strategy implementation and how they impact on the performance of these organizations and also find solutions that will ensure that these organizations are able to perform optimally.

Governmental organizations are also known to have long bureaucratic processes that hinder effective strategy implementation. More study should be carried out on how to create a fit between the internal characteristics of these organizations and the strategy formulated and implemented in order to ensure good performance. The study carried out should take consideration of how to create a fit between the organizations and the multiple stakeholders during strategy implementation.

In summary the research has found that the key variables of structure, strategy and behavior are the source of the many challenges that NRB faces in strategy implementation which impact negatively on its performance. Donaldson, (1996) and Govindarajan, (1988) argue that organizations should adapt their internal characteristics to reflect their strategies and research on private organizations broadly supports the view that a fit between strategies and processes is associated with better performance. The findings recommend that NRB look into those factors that adopt its internal characteristics to its strategy for better performance.

REFERENCIES

- Akwara, C.T., (2010), *Challenges of strategy implementation at the Ministry of Co-operative development and Marketing* .Unpublished MBA Project, University of Nairobi.
- Ansoff, I. (1984). *Implanting strategic management*. New Jersey, Prentice Hall.
- Ansoff, I., &McDonnel, E. (1990).*Implanting strategic management*. (2nd ed.). NJ. Prentice Hall
- Awino Z.B. (2001). *Effectiveness and problems of strategy implementation of financing higher education in Kenya by the higher education loans board*.Unpublished MBA Project.University of Nairobi.
- Beer M. &Eisenstat R. (2000), *The Silent Killers of Strategy Implementation and Learning*. *Sloan Management Review*, Vol.41 No.4, pp29-84
- Brinkschroder, N. (2014). *Strategy implementation: Key kactors, challenges and solutions*. (*Publication*) *4th IBA Barchelor Thesis Conference*. Nov 6th 2014, Enschede, The Netherlands. Faculty of management and Governance.
- Brown S.L. and Eisenhardt K.M.(1998), *Competing on the Edge: Strategies as Structured Chaos*, Harvard Business School Press; Boston
- Chemwei, B. Leboo, C. &Koech, J., *Factors that impede the implementation Of Strategy in secondary schools in Baringo district*. *International Journal of Humanities and Social Sciences*.Vol 4 No 5(1) March 2014.

- Directorate of Personnel Management (2006). *Report on Re-organization and Staffing of the National Registration Bureau.* (Unpublished).
- Eisenhardt, K. & J. Martin. (2000). Dynamic capabilities: what are they? *Strategic General Manager*. A. J. Strickland III. BPI/IRWIN.
- Herbert, R., (2009). Implementing government strategies for complex social problems. *Policy Quarterly*. Vol 5, issue 3, August 2009. (Publications)
- Hrebiniak, L.G. (2005). *Making Strategy Work: Leading Effective Execution and Change*. New Jersey: Wharton School Publishing.
- Husseiny, E. Khamisabadi, J. Norouzi, B. & Sadri. (2013). Review and study of the main crisis factors in implementation of strategic management on organizations. *International Journal of Advanced Studies in Humanities and Social science*. Vol 1, issue 8, 2013: 1005-1012.
- Kireng S. Ann (2014), *Challenges of Strategy Implementation of Agriculture in Research influencing strategy implementation Institutes in Kenya*. Unpublished MBA Project. University of Nairobi.
- Johnson, G. & Scholes, K. (2002). *Exploring Corporate Strategy*. 6th edition. USA: Prentice-Hall.
- Kotler, P., (2003). *Marketing Management / Philip Kotler*. – 11th Edition. Upper Saddle River, NJ: Prentice Hall, 2003.
- Laurie, J. M. (2010) *Management and Organization Behavior*. 9th Edition Prentice Hall
- Marshall, M., Shekelle, P., Brook, R. and Leatherman, S. (2000) *'Dying to Know:*

Public Release of Information about Quality of Health Care' London: NuffieldTrust.

McCarthy, J.,M& Curran, R.(1996) *Business Policy and Strategy: Concept and Readings*, 4th Edition. Irwin.

Mugenda M. O. and Mugenda, A. (2003). *Research Methods: Qualitative and Quantitative Approaches*. Nairobi: African Centre for Technology Studies.

Musandu J. A. (2014), *A study of the Challenges in the Implementation of Turnaround Strategy at Kenya National Library Services, Kenya*. Unpublished MBA Project, University of Nairobi.

Njagi L. &Kombo H. (2014), Effects of Strategy Implementation on Performance of Commercial Banks in Kenya.*European Journal of Business and Management*, Vol.6 No 13, pp62-67.

Nightingale, D. V. and Roulouse J. Toward a Multilevel Congruence Theory of Organization.*Administrative Science Quarterly Vol 22 (June 1977) pp264-280*.<http://www.jstor.org/stable/2391960>. Accessed: 25-08-2015 12:21UTC

Noble, C. H., (1999). „ Building the Strategy Implementation Network“, *Business Horizons*“, November- Dezember.

Okumus, F. (2001). Towards a strategy implementation framework, *International Journal of contemporary Hospitality Management*.13(7): pg 327-338.

Pearce, J. A. & Robinson, J. R. B., (2005).*Strategic management: Formulating, implementation and control*. 9th edition, New York: McGraw-Hill.

Pearce, J. A. & Robinson, R. (2003). Strategic Management Formulation and Control. 10th ed, McGraw Hill.

Pearce, J. A. and Robinson, R. (1997). Strategic Management: Strategic Formulation and implementation. (6th ed): USA: Richard D. Irwin.

Pfeffer, J. & Sutton, (1996). Seven practices of successful organizations, *California Management Review*.

Raps, A. & Kauffman, D., (2005). *Strategy implementation- An insurmountable obstacle?* Handbook of Business Strategy. 6 (1), 140-46.

Rapert, M. I., Velliquette, A., Garretson, J. A., (2002). The Strategic Implementation Process:

Evoking Strategic Consensus Through Communication, *Journal of Business Research* 55 (2002) 301-310.

Russell a. Jones, (1985), Research Methods in the Social and Behavioral Sciences Sunderland, Massachusetts. SINAUER ASSOCIATES, INC.

Sirajul, H. & Naveed, R.,. Modern organization theory: Analyzing the complexity of coordination and cooperation in the modern Organizations. *International Journal of Management and Sustainability*. 2014, 3(5). 261-268.

Yang Li, Sun G., Martin J. E. Making strategy work; A literature review on factors Influencing strategy implementation. *ICA Working Paper 2/2008 Institute of Corporate Communication*.

APPENDICES

APPENDIX I: QUESTIONNAIRE

This is to kindly request you to participate as a respondent in an interview with a view of obtaining your input from your experience on the challenges of strategy implementation in your section/unit and how it impacts on your and the section/unit performance. Your answers will be handled with highest confidentiality; and the names of respondents shall not be revealed. Yours Faithfully, Elizabeth W. Mwenda

SECTION A

- 1. Name of your section/unit.....
- 2. Management position in the organization.....
- 3. Level of education.....
- 4. Period in the position.....
- 5. Period in the organization.....

SECTION B

1. State the extent the leadership has been supportive to strategy implementation.

- {a} Very supportive {b} supportive {c} Not supportive
- {d} Don't Know

2. Rate the communication with the top leadership

- [a] Very good [b] Fair [c] No communication
- [d] Don't know

3. To what extent would you rate coordination and direction in strategy implementation.

- [a] Very good [b] good [c] None
- [d] Don't know

4. How would you rate the intervention speed by top management to problems arising during strategy implementation which require their attention?

- [a] Very good [b] Good [c] Slow
[d] Don't know

5. How would you rate the extent of feedback mechanisms from your supervisors during strategy implementation

- [a] Very good [b] Good [c] No feedback
[d] Don't know

6. In your own opinion to what extent are the appraisal mechanism and reward system appropriate

- [a] very great extent [b] great extent [c] moderate extent
[d] don't know

7. To what extent is the organization culture supportive to strategy implementation

- [a] very great extent [b] great extent [c] moderate extent [d]
don't know

8. How would you rate your understanding of the strategic decisions communicated to you?

- [a] very clearly understood [b] moderately understood
[c] little understood [d] not understood

9. How would you rate the skills and capabilities of employees in the face of changing technology?

- [a] very sufficient [b] moderately sufficient [c] insufficient
[d] don't know

10. Are the key implementers tasks and activities clearly defined?

11. [a] Very clearly defined [b] moderately defined
[c] not clearly defined [d] don't know

12. Are the resources for implementation sufficient?

[a] very sufficient moderately sufficient
[c] not sufficient don't know

13. To what extent do you experience delays due to procurement procedures?

[a] very great extent [b] moderately extent
[c] very little extent [d] don't know


14. In your own words how have these challenges impacted on your performance and that of your section.....

15. How would you describe the clarity of instructions and guidelines to strategy implementaion.....
.....

16. 7. In your own words describe how the organization politics and coalitions impact on strategy implementation and your performance-----

APPENDIX 2: SUPERVISION ALLOCATION FORM

492


UNIVERSITY OF NAIROBI
 DEPARTMENT OF BUSINESS ADMINISTRATION
 MBA PROJECT SUPERVISION ALLOCATION FORM

SECTION A: (To be completed by the student) all details are mandatory.

Name of student MUSEENDA ELIZABETH WAMBUI Mobile phone No. 0724174769

Reg. No. D61/172853/2012 Email address elizabul.mwenda@gmail.com

Proposed Title of the Study THE IMPACT OF THE INTERNAL ENVIRONMENT ON THE PERFORMANCE OF NATIONAL REGISTRATION BUREAU

Specialization (Tick as appropriate)

Marketing	[]
Human Resource Management	[]
Strategic Management	[]
International Business	[]
Insurance / Risk Management	[]
Other (specify)	[]

Preferred Supervisors (in order of preference):

1. PROF. ZACHARY B. AWINO 2. PROF. MARTIN OGUTU 3. DR. JOHN TAB

Signature of student [Signature] Date 2-6-2011

SECTION B: (To be completed by Allocation Committee)

Name of Supervisor Allocated Prof. Z. Awino-0720-568317 Mobile No.

Name of Co-Supervisor, if any

Total number of students allocated to the supervisor within the year to date

Name of person who will Moderate the Proposal Prof. M. Ogutu

Committee Secretary:

Name

Thematic Coordinator:

Name

Signature

Date

Chairman of Committee:

Name Dr. Tab Signature [Signature] Date 16/11

Chairman of Department:

Name Prof. Mung'atu Signature [Signature] Date 8/6/11

Note:

- This form is available in the department. Students get their copies later from the department after allocation is done.
- The approved copy of this must be attached to the proposal when submitting for moderation and presentation.

Original to be filed in the Department
 Copy 1 (photocopy) to be filed by Thematic Coordinator
 Copy 2 (photocopy) to be filed by the Supervisor
 Copy 3 (photocopy) to be filed by the student

APPENDIX 3: UNIVERSITY OF NAIROBI 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.....

TO WHOM IT MAY CONCERN

The bearer of this letter ... MWENDA ELIZABETH WAMBUI


Registration No. D61/72853/2012

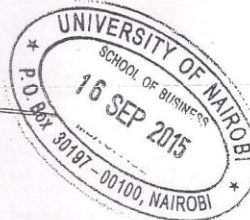
is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

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

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

Thank you.


PATRICK NYABUTO
MBA ADMINISTRATOR
SCHOOL OF BUSINESS



APPENDIX 4: NRB INTRODUCTION LETTER



OFFICE OF THE PRESIDENT

MINISTRY OF INTERIOR AND CO-ORDINATION
OF NATIONAL GOVERNMENT

DIRECTORATE OF IMMIGRATION AND REGISTRATION OF PERSONS

TO: ALL HEADS OF DIVISIONS/SECTIONS

FROM: PRINCIPAL REGISTRAR/ADM.

DATE: 21st September 2015

**RE: COLLECTION OF RESEARCH DATA BY MRS. ELIZABETH
MWENDA - 1990022115**

The above-named is pursuing studies leading to the award of a Masters degree of the University of Nairobi. She has been cleared by her supervisors to carry out a research on the Challenges of Strategy Implementation and Performance of this department.

The purpose of this memo is therefore to request you and your staff to freely participate in the study. I also request you to accord her any possible assistance and cooperation pertaining to the same study.

A handwritten signature in black ink, appearing to read 'L. K. Nang'ole'.

L. K. NANG'OLE