TOP MANAGEMENT TEAM CHARACTERISTICS AND STRATEGY IMPLEMENTATION IN NAIROBI COUNTY, KENYA

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DECLARATION

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

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DEDICATION

I dedicate this research project to my wife Mercy Muriuki, and my entire family, my parents and my daughter Zari for their support and encouragement throughout my entire academic journey.

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ABBREVIATIONS

CEO   - Chief Executive Officer

GDP   - Gross Domestic Product

ICT   - Information and Communication Technology

TMT   - Top Management Team

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ABSTRACT

Institutions usually have objectives that they strive to achieve in order to grow and also be sustainable. The achievement of these goals require proper strategies which is a process that includes planning, formulation and implementation. Successful strategy planning, formulation and implementation requires top management intervention since they are able to allocate and manage the institution's resources. Strategy implementation is critical since without it, the whole process becomes ineffective. Top management and strategy implementation in public institutions is a challenge due to the nature of operational environment and since public service has to be provided to citizen, it is important to determine how top management affects strategy implementation in the public institutions. The lack of a similar study and a gap in knowledge on how top team characteristics affect strategy implementation led to the research objective which was to determine the effect of top management on strategy implementation in Nairobi County, Kenya. The characteristics that were used to operationalise top management team were tenure, professional diversity, size, age, and gender diversity. The study used these characteristics in top management teams to analyse how they affect strategy implementation in Nairobi County. With the research objective and TMT characteristics, the study conducted a case study focusing on Nairobi County so as to gain more insight to the study. With the case study, primary data was collected through semi-structured interview so as to have both uniform analysis and also to gather information not present in the questionnaire. Data was analysed using means, content analysis and Pearson's correlation test so as to answer the research objective. The mean was calculated from the responses which were ordinal in nature so as to determine the extent to which the top management characteristics affect strategy implementation in Nairobi County. The study results indicated that TMT tenure had an effect on strategy implementation in Nairobi County to a great extent with a mean of 3.72. Profession diversity as a TMT characteristic was found to have an effect on strategy implementation to a very great extent with a mean of 4.08. The effect of TMT size was analysed and the study indicated that it also had an effect on strategy implementation to a great extent with a mean of 3.99. With regards to TMT age, the study results indicated that it had an impact on strategy implementation to a moderate extent with a mean of 2.79. Finally, the study indicated that gender diversity as a TMT characteristic had an effect on strategy implementation to a moderate extent with a mean of 2.19. Correlation tests indicated that TMT size and age were not significant factors with low negative correlation while tenure was significant but with low negative correlation. Other factors that were seen to have an effect on strategy implementation were politics and under-financing of the departments which has made the department not to be fully effective in implementing the strategies. The study recommended that policies should be provided to counties in regards to tenure, age, profession diversity, size, and gender diversity/ratio of the top management teams. Even though characteristic such as gender ratio has no huge effect on strategy implementation, it should be done so as to recognise all the gender and to move towards the one-third gender rule in the constitution.

CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

There has been constant changes in the business environment and organizations have been finding ways to adapt to the changes so as to remain competitive and profitable. The mandate to ensure the success of an organization rests with the top management who come up with new strategies and also ensures they are well implemented. Håkonsson, Burton, Obel and Lauridsen (2012) indicated that effective strategy implementation is also affected by how the organization is managed and its information process and analysis. This is also associated indirectly with what type of strategy is implemented. In this case, there is emphasis placed on the managers' role, which includes wide-ranging cooperation, assessment of opportunities that are emerging which are used for creating a competitive advantage and having the correct decisions made based on analyses (Forbes and Milliken, 1999).

The theoretical foundation of the study indicated how they were be relevant to the study. The theories that were used in this study are the Upper Echelons theory and the Stakeholders' theory. The Upper Echelons theory indicates that the characteristics of the members' top management team (TMT), including previous experiences, their personalities, and values affect how organizational and strategic decisions are made. The Stakeholders' theory elaborates on how top management is supposed to ensure that all the business stakeholder needs are adequately and equitably catered for by implementing inclusive strategies.

The provision for services in the public sector, and more so governments, requires delicate balance of resources due to many stakeholders involved. Public organizations operate differently from the private organizations since they do not compete in a profit-driven market (Milana and Maldaon, 2015). The population of people involved in public sector is large and they are the 'customers', and also there are various people who are in the provision of day-to-day services in these public institutions. Therefore, public institution leaders as the managers and agents ought to ensure that resources are utilized effectively. Because of the many stakeholders and interest groups dealing with the county government, a delicate balance is necessary in order to provide services to the electorate. Therefore, public service needs to make good use of its

most important resource (i.e. human resources) by providing career path with a good employer through skills development and abilities to meet the various challenges they face, offering reward and challenge, and by ensuring equality of opportunity for all employees of organization (United Nations, 2005).

1.1.1 Top Management Team

The top management team is usually used by firms in order to ponder on the strategic opportunities and problems when formulating strategic decisions. Koontz and Weihrich (2010) broadly stated that management is the process where an environment is designed and maintained, and where individuals work together in groups efficiently to accomplish provided objectives. Kraus and Ferrell (2016) indicated that top management teams are very important to the performance of an organization. In a bid to have influence on the organizational results, top organization leaders come up with a group purpose, introduce values, influence culture, and determine the strategic plan for an organization. Top management varies in different organizations but generally it is a relatively small group of people who include the organization's president, vice president, CEO, and directors.

Some of the functions of top management include communicating the reason for change, coming up with a roadmap on how to move forward, have strong partners in key positions, ensuring the processes get moving, instituting measures and deadlines, rewarding the ones who have achieved milestones, reallocating resources, and presiding the process of strategic change (Hitt, Ireland and Hokisson, 2011). To execute their roles well, four types of skills are required by top management. These are technical skills, human skills, conceptual skills, and design skills. Technical skill is the knowledge of activities that involve processes, methods, and procedures. Human skill, on the other hand, is when the managers are able to work with employees, the joint effort, the teamwork, and the provision of a free and secure environment in which people are able to express their sentiments. Conceptual skill is the ability to identify relevant aspects in a situation, and being able to comprehend the associations among the aspects. Finally, design skill is the ability to provide solutions that will benefit the organization. To be effective, especially at upper organizational levels, managers should do more beyond seeing a problem (Olum, 2004).

Top-level management in an organization develops the rewards system and organizational structure of the firm, and has an impact on an organization's culture (Tsui *et al.*, 2006). There is, therefore, an important effect on organizational activities by top level managers, hence it is important for them to be involved from the onset of strategy formulation all the way to implementation (Sirmon, Grove and Hitt, 2008). Organizations can have well-articulated strategies, but have difficulties in implementation due to various reasons, but chief among them is top management. For strategy implementation process to be successful, top managers should be involved since they perform an important role in ensuring the organization is successful and can influence the goals to be achieved.

1.1.2 Strategy Implementation

Companies have been able to use strategy in a bid to gain competitive advantage over competitors. This has necessitated the need for companies plan, formulate and implement strategies. Implementation of strategy has rather become quite difficult than its formulation, and therefore there is need by top management to take into account the three levels of the context of the organization's strategic planning process, the strategy content, and the implementation procedure (Lau, 1999). This makes it necessary to use appropriate and reliable models and framework by the management and staff in order to implement the organization's strategic plan (Sial, *et al.* 2013). From the decision-making perspective, a successful strategy implementation relies on the particular implementation style that an organization decides to use, which, consequently, has important organizational performance implications.

Alexander (1991) indicated that strategic plan implementation mainly fails because of inappropriate models and frameworks to steer the management and staff which are involved in the strategic plan implementation in well-known organizations. Some of the roles that top management play in the organization include identifying the strategic direction, adequately managing the organization's resource portfolio, sustaining an effective organizational culture, creating balanced organizational controls, and having ethical practices in place (Hitt, Ireland and Hokisson, 2011).

Černiauskienė (2014) indicated the differences in strategy processes between private and public institutions. On objective and evaluation of activity, the difference is that making profit is the major measurement tool of activity done by both private

organisations and individual managers. However, for public institutions, the income generated and spent is not the most important evaluation criterion. On the basis of decision making, the wishes expressed by society is considered by the state institutions as much as possible during decision making, while for the private sector, decisions are often quickly embraced and does not have the involvement of the society. With regards to transparency and publicity, the manager's work in public institutions is usually regulated and scrutinised. This work involves continuous pressure and therefore the institution's representative needs to understand their roles and responsibilities.

Even though any top management team may experience challenges in the formulation of strategy, ensuring that the strategy works throughout the organization is an even bigger challenge (Hrebiniak, 2006). Strategy formulation, as opposed to strategy formulation, is more often viewed as a skill, rather than a science and as it has been described previously in research history, it is disjointed and eclectic (Noble, 1999). It is therefore not surprising that significant challenges usually arise during the later implementation process after a comprehensive strategy or formulation of a single strategic decision. Various combinations of factors affect strategy implementation success, ranging from the strategy idea communication or implementation, to the mechanisms put in place to co-ordinate and controls the strategy.

1.1.3 Nairobi County

After the promulgation of the constitution in Kenya in the year 2010, county governments were created and started being managed independently from the national government through devolution. Chapter 11, Section 3 of the constitution highlights the functions of the county governments so that they can be able to perform their work within their powers (The Constitution of Kenya, 2010). The counties through the constitution have been given capacity and resources to provide services to the citizens and build infrastructure by collecting revenues and spending on the development and recurrent expenditure. The creation of counties in Kenya under the devolved system was done to ensure that all counties have an equal opportunity for development, separated from the central government politics and marginalization. This implies that counties have to take care of many aspects of the county, from employment of county workers, the management of revenues, to development of infrastructure in the counties.

The Nairobi County is governed by various county acts: the Devolved Governments Act, the Cities and Urban Areas Act, and various other Acts. Nairobi City County has the duty of providing services to its residents within its jurisdiction area. These include the services that were previously provided by the defunct Nairobi City Council and the ones that were transferred from the national government (http://www.nairobi.go.ke/home/about-the-county/). The executive arm of the county, which is headed by the governor and the deputy governor, has the responsibility of formulating policies. Within the executive arm there is the County Executive Committee, the County Public Service Board, the City Inspectorate, County Investigations and Information Analysis departments and other advisories. There is need by county government to come up with the mission, strategies to achieve the mission, and analyse the resources and capabilities to carry out the strategies through budgeting.

Some of the challenges encountered in the county of Nairobi include inadequate housing, lack of proper solid waste management, small sewage system, unreliable transport and road systems, insecurity, and pollution (Imbeywa, 2015). These challenges are what the county government executive of Nairobi is required to address, and without proper strategy formulation and implementation the challenges will only escalate.

1.2 Research Problem

Having a strategy that is well formulated is not enough unless it is properly implemented by an organization. Successful strategy implementation requires top management involvement that has the resources and authority for its enforcement. According to Mezger and Violani (2012), an effective strategy implementation needs to adjust adequately to the capabilities of the organization. This specifically applies to core issues such as the managers' knowledge, the combined experience, and decision-making mechanisms that are well-functioning. Implementation of strategy relies heavily on top management team and the team characteristics might have an impact on its success. These characteristics include the team tenure, size of the team, profession diversity, the team average age, and the team gender diversity. These characteristics are known to have an effect on the success of strategy implementation.

The implementation of strategy is important for both private and public organizations. However, for public organizations, there is a slight difference in strategy implementation since they are expected to fulfil conflicting and competing objectives. These objectives are overseen by a group of various constituencies such as the citizens, the media, service users, regulators and politicians (Boyne, 2003).

Nairobi County is the capital city of Kenya and in terms of GDP, it is the largest GDP contributing more than 50% of the country's GDP and this makes it a very important county for the country. With its resources, proper service provision to its citizens is important since proper infrastructure development and service provision enables investment and trade to thrive thereby improving the lives of the citizens. It therefore needs to have effective strategies to match its resources with its objectives. The county has departments which each has a committee for strategy formulation and implementation. These management practices involves strategies and organization structure suitable for the achievement of county goals. To manage these issues, proper strategy implementation needs to be done at the county level. McCarthy *et al*, (2011) indicated that county governments need to have their service leadership reshaped in order to face management challenges through decentralization, and knowledge based economies. The core of the organization leadership is therefore the personal characteristics of the manager and leader.

Several studies have been done in relation to top management team characteristics and strategy implementation (Andrews *et al.*, 2017; Azhar *et al.*, 2013; Talke *et al.*, 2010; Omukoro, 2009; Lohrke *et al.*, 2004; Jooste and Fourie, 2009). These studies were done in a different operational environment which is different from the Kenyan one and others analysed private institutions which are different from government institutions. Nairobi is a cosmopolitan city with the largest economy in the country but varied cultures, beliefs, and expectations and local studies (Omboto *et al.*, 2017; Muchira, 2013; Madegwa, 2013; Kandie and Koech, 2015; Nabwire, 2014; Guzami, 2013; Kurendi, 2013) have not been able to adequately highlight the effect of top management on strategy implementation, while others analysed private organizations. It is with these gaps that the study analysed: what is the effect of top management team characteristics on strategy implementation in Nairobi county government, Kenya?

1.3 Objective of the Study

The study objective was to determine the effect of top management team characteristics on strategy implementation at Nairobi county government, Kenya.

1.4 Value of the Study

The study is relevant to several stakeholders including the county governments, the national government, other public institutions, professional practitioners, and scholars and academicians. The study is useful to county governments in Kenya since they would be capable of knowing how top management characteristics in terms of tenure and diversity affects planning, formulating, and implementing strategies to achieve the county goals. This also includes the challenges experienced during the whole strategy implementation process. With this knowledge, county governments would be able to effectively provide services to its populace. The study is also of importance to the national government of Kenya as they would also know how they can upscale the factors to the national level. The findings would also be recommended to other counties and used in public institutions such as parastatals. Since the county governments are a compliment to the national government, the success of the county government in achieving the goals would be of great benefit to the national government.

The study is also important to professional practitioners who deal with county governments might benefit from the study as they would be able to know the structure of county governments' top management and know how to deal with county issues when necessary. Operations in county government might be different from private sector and it is therefore important for the practitioners to know the county way of business that are in alignment with the strategies being implemented. Finally, the study would also be of value to scholars and academicians so that they can further improve the field of study and also act as reference literature for other studies.

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

The chapter examines the theoretical and general literature on top management characteristics and their influence on strategy implementation in county governments. In particular, it explores the theoretical literature which highlights the various theories that form the bedrock of the study. The chapter will also explore the theories informing the study, general review of literature on study variables, empirical review as a conceptual framework.

2.2 Theoretical Foundation of the Study

The theories that will be used in this study are the Upper Echelons theory and the Stakeholders' theory.

2.2.1 Upper Echelons theory

The upper echelons theory was published by Hambrick and Mason (1984) and is based on the principle that the top management's experiences, personalities, and values has an impact on their situational interpretation which in turn impact on the organizational performance. Competitive advantage may be gained by an organization through the top management, which defines the majority of its financial and non-financial performance. The upper echelons theory has two intersecting parts: the first one is where executives act based on their individual understanding of the strategic situations they face. The second part is that these individual understandings are based on the executives' experiences, values, and personalities (Paroutis *et al*, 2013). Therefore, this theory is established on the premise of bounded rationality.

This theory provides two subordinate sections that are relevant to top management. The first sub-section focused on how the top management team characteristics provide details of organizational outcomes as compared to the traditional focus on the individual top executive such as the CEO alone. The leadership of a large and complex institution is a shared responsibility, and the combined understandings, capabilities, and interactions of the top management team enter into strategic behaviours (Hambrick, 2007). This theory is relevant to the study as it indicates how top management team at Nairobi County is likely to select strategic choices and

implement them based on their characteristics such as their individual experience and group diversity.

2.2.2 Stakeholders' Theory

The stakeholders' theory approach to strategy began in the mid 1980's after Edward Freeman's publication of Strategic Management: A Stakeholder Approach in 1984. The rationale of the theory was to attempt to construct a framework that was responsive to the needs of managers who were encountering high levels of environmental turbulence and change (Freeman and Mc Vea, 2001). Traditional strategy frameworks did not assist managers to come up with new directions in strategy nor assist them understand how new opportunities can be created in the midst of change. The purpose of stakeholder management was to come up with ways these groups and relationships that arose from the organization processes can be managed.

Stakeholder management is believed to be executed by the top management of an organization. On the one hand, the managers should be able to manage the organization to benefit the stakeholders so as to ensure that during decision making their rights and participation are in place. The top management must, on the other hand, act as the shareholder's agent so that the firm survival is preserved for the long term stakes of each group (Fontaine *et al*, 2006). This theory will be useful to the study since it will highlight the various stakeholders in the County of Nairobi who are to be considered when formulating and implementing strategies for the County of Nairobi.

2.3 Top Management Team Characteristics

An organization strives to come up with a management team that will effectively steer it with the right strategies. Therefore, organizations form top management teams that have adequate operational knowledge and expertise, and also teams to interact with the firm's stakeholders as well as the competitors. The study will therefore analyse whether these top management characteristics enable them to make strategic decisions with regards to strategy implementation.

2.3.1 Top Management Team Tenure

The top management tenure refers to the average duration the top managers have been in charge of organization management. Top management team tenure acts as a force

in organizations where boards that have long tenure generally follow similar strategies compared to boards having a shorter term (Golden and Zajac, 2001). Also, long-tenured boards are likely to tolerate current top management team members leading to longer tenure and have experience in dealing with strategic issues (Johnson, Hoskisson and Hitt, 2003). Individuals become convinced of the principles of the organization as they spend more time in an organization, and more so as they manage and rise the organization's hierarchy. This makes them to have a commitment to their own past actions, especially if those actions were publicly taken and were explicit, as typically characterizes strategic choices. Increased management tenure is related with better communication, stability, and reduced conflict (Katz, 1982).

The study measured the team tenure from the average tenure of the individual board members in all the county departments. The average TMT tenure for all the departments was compared to how they have been able to implement new strategies and embrace organization changes.

2.3.2 Top Management Team Diversity

Diversity is the level to which top management team members vary based on their functional backgrounds (Cannella, Park and Lee, 2008). It is usually an indication of how the knowledge, skills, and abilities of top managers in an organization are varied. Teams that are functionally diverse are usually expected to gain more knowledge as well as affective conflict, despite varied past empirical facts (Lovelace *et al.*, 2001). Team diversity is likely to increase heterogeneity in the group, since the diversity brings about dissimilarity. Top management team composition may directly have an impact on innovation strategy and the innovation results (Hambrick, 2007). Heterogeneity is the state of having diversity in content and, on the part of strategic decision-making, team heterogeneity usually leads to increased creativity and improved adaptability (Murray, 1998).

Priem (1999) indicated that team heterogeneity makes the management have lower agreement levels. The study noted that there might be a relationship between management consensus and higher performance levels in dynamic environments. The study measured diversity by analysing the education background of the board members. Analysis was made of the size of all the county departments and the education diversity of the department members at Nairobi county council. From these,

the study checked to determine whether board size and education diversity have an impact on strategy implementation.

2.3.3 Top Management Team Size

Top management team size can be stated as being the number of people in the organization board. The number of people in top management team usually has an effect on the level of team heterogeneity. Large teams may have members with various diverse backgrounds. In smaller groups, the addition of a member who is dissimilar makes the measures more volatile as this will significantly change the composition of the group (Tihanyi, Ellstrand and Daily, 2000). Top management teams in an organization usually engage in cognitive conflict but limit affective conflict. Cognitive conflict occurs when there is disagreement in tasks which arise from standpoint differences. Affective conflict occurs when the disagreement is individual-oriented which arises from personal disaffection.

Even though the management team size is associated with greater affective conflict, there is greater openness which leads to less affective conflict for teams that have significant levels of mutuality (Amason and Sapienza, 2007). According to Hellmann and Puri (2002), more human resource is available, together with the absolute level of human capital, when the team is large. This leads to having companies particularly targeting and focusing on growth. Ucbasaran *et al.* (2003) also stated that higher levels of human capital can provide more development, thereby increasing the ability to instantly solve issues and to adjust to external environment changes naturally.

2.3.4 Top Management Team Age

This can be analysed from two perspectives: the average TMT age and the age heterogeneity. Average TMT age is simply the total age divided by the number of board members, while age heterogeneity is the age gaps between board members. It is believed that younger people are more risk takers than the older people while at the same time the old people have more experience in dealing with situations compared to young people. Organizations foresee challenges in how teams with relatively high number of older employees can be managed because of stereotypes and myths labelled on them, such as being less flexible, lower embrace of new technology, and less effective (De Lange *et al*, 2006). However, age heterogeneity amongst the strategic decision-makers might lead to increased creativity and improved adaptability

(Murray, 1998) because the creativity and high risk of the young members would interact with the experience of older members.

2.3.5 Top Management Team Gender Ratio

Top management team gender indicates the ratio of female to male in the board. There are typically two main propositions for the presence of women to be increased in the top management team: ethical or financial aspects (Campbell and Mínguez-Vera, 2008). Brammer *et al.* (2007) indicated that through these, organizations are able to have a greater women representation, not just as a means to an end, but also as a desirable end in itself. Campbell and Mínguez-Vera (2008) indicated that creativity and innovation is increased by diversity since these features tend to differ and not randomly distributed in the population (e.g. gender).

Several previous investigations, indicated that more women in top management teams bring economic benefits to the organization, i.e. there exists a positive correlation between diversity of gender and performance of the organization (Erhardt *et al.*, 2003). It has therefore been demonstrated previously that there is a close relationship on the number of women present in top management and firm performance, i.e. an increase in the number of women in top management position results to better business (Daunfeldt and Rudholm, 2015; Campbell and Mínguez-Vera, 2008; Erhardt *et al.*, 2003).

2.4 Top Management Team Characteristics and Strategy Implementation

Strategy implementation entails introducing change to an organization and involves both macro-organizational changes (e.g the structure, technology, decision processes, reward systems), and micro-organizational issues (e.g organization culture and resistance to change). Top-level executives perform complex work which requires them to have adequate knowledge of the organization's operations. Organizations, therefore, try to create a top management team with the requisite knowledge and skills so as to effectively operate the organization, even though that can work with all the organization's stakeholders as well as the competitors (Hitt *et al*, 2011).

The top management is mainly responsible in determining the organization structure, on items such as the flow of information, job assignments, and the decision-making

processes. They should also be familiar with the current culture of the organization and learn to work within or change its parameters. The top management is also accountable for how the organization's reward and incentive systems is designed and controlled (https://courses.lumenlearning.com).

Finally, the top management is involved in the design of the organization information systems. As the managers, they are able to have an impact on the environmental variables that affect the organization. They should also ensure that information concerning these essential environmental variables is available to the relevant managers (Ott, Zatz and Thomas, 2016). Top-level managers should be able to give accurate feedback regarding how the organization is performing and the individual business unit performance within the organization. Information is required by members of the organization to maintain an accurate account of their performance, the organization performance, and the relationship of the organization with the environment. Implementation of a strategy therefore requires the top management and the entire organization to be receptive to change.

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

This chapter contains the methodology that the study used to conduct the research. The study began with the discussion of the overall research design, followed by determining the population of the study. The section then presented the techniques employed for data collection together with the instruments used, justifying the choices. The chapter finished by analysing the technique of data analysis which was used to analyse the collected data.

3.2 Research Design

Bryman and Bell (2011) defined research design as the general plan which a researcher uses that outlines the structure for the selection of data collection methods and the procedures for data analysis. A case study research design was used for the purpose of this study. A case study design is one that focuses on getting a deep understanding of a particular item, event, individual or entity at a given point in time.

Yin (2012) indicated that case studies are not defined by the methods that are used in collecting and analysing data, but on its emphasis to the unit of analysis, in this instance, a case. This research study therefore focused on Nairobi County Top Management Team where the top management characteristics and their influence on strategy implementation in county governments was analysed.

3.3 Data Collection

Creswell (2008) defines data collection as the ways through which information is gathered from various sources in order to carry out an investigation and evaluate outcomes. The stage for data collection indicates the type of data to be collected, whether the data is primary or secondary, the data collection instrument used, and the data collection period. The study used primary data for data analysis and the primary data was collected through an interview where the individual TMT members were interviewed. The interview enabled the respondents provide detailed information that interviewees were supposed to answer so as to answer the research question. The advantage of conducting interviews was that questions could be elaborated or expounded if not well understood by the interviewee.

The interviews were conducted at the Nairobi county city hall offices where department top team members were interviewed. The target interviewees were the top management executives concerned with strategic planning, and implementation at the Nairobi County departments. These interviewees were believed to possess relevant and correct information on how the top management team characteristics affects strategy implementation at the county government.

3.4 Data Analysis

Once data was collected from the interviews, it was cleaned, tabulated, coded, and then analysed. The analysis was done using both quantitative and qualitative techniques. Quantitative data analysis analysed the effect of top management characteristics on strategy implementation in Nairobi County and this was done through the respondents' mean for each variable analysed. The responses were ordinal and the mean was coded and interpreted using the scales. A mean scale between 0 and 1 represented impact of no extent by the independent variable to strategy implementation, mean of between 1 and 2 represented little extent. A mean between 2 and 3 represented impact of moderate extent by the independent variable to strategy implementation, mean between 3 and 4 represented great extent, while mean between 4 and 5 represented very great extent. Inferential statistics was done using Pearson's correlation test.

Qualitative data analysis was done using content analysis where non-quantifiable responses were analysed for certain main and identifiable points identified, with the study findings for the quantitative data thereafter presented in tables for interpretation and discussion. The findings for qualitative data was provided in narration form.

CHAPTER FOUR

DATA ANALYSIS, FINDING, RESULTS AND DISCUSSION OF RESULTS

4.1 Introduction

The study sought to determine the effect of top management team characteristics on strategy implementation in Nairobi county government, Kenya. This chapter contained the summary statistics from the county government department responses in section 4.2, while the effect of top management team characteristics on strategy implementation was contained in section 4.3. Section 4.4 contained the discussions of the study findings, and chapter 4.5 summarized the data analysis findings, results and discussions.

4.2 Response Rate

With the objective of the study being to analyse the effect of top management characteristics on strategy implementation, interviews were conducted with top managers in the county departments and the study was able to conduct 68 interviews with the top management.

Table 4.1: Top Management Team Respondents

	Department	Frequency
Valid	Agriculture, fisheries and livestock development	4
	Education, youth, and social services	11
	Health services	6
	Information communication technology	5
	Lands and physical planning	6
	Public services management (PSM)	7
	Roads and Transport	6
	Security, compliance, and disaster management	5
	Trade and industrialization	7
	Urban renewal and housing	7
	Water, energy, forest, environment & natural resources	4
	Total	68

Table 4.1 above indicates the interview respondents based on the county government department which the top managers are. From the table, there were 4 respondents from Agriculture, Fisheries, and Livestock department; 11 respondents from the Education, Youth, and Social services department; 6 respondents from the Health

Services department; 5 respondents from the I.C.T department; 6 respondents from the Lands and Physical Planning department; 7 respondents from the Public Service Management department; 6 respondents from the Roads and Transport department; 5 respondents from Security, Compliance, and Disaster Management department; 7 respondents from Trade and Industrialization department, 7 respondents from Urban Renewal and Housing department, and finally 4 respondents from Water, Energy, Forest and Natural Resources department. From the total of 128 Top Management Team member at Nairobi County, the response rate was 53.13%.

4.3 Top Management Characteristics

Top Management Team characteristics provides the description of the top management team that was analysed. These characteristics were used to analyse on how they affect strategy implementation in Nairobi County.

4.3.1 Age

The study analysed the age distribution of top management in Nairobi County and provided results as indicated below:

Table 4.2: Top Management Team Age Distribution

		Frequency	Percent	Cumulative Percent
Valid	Under 30 years	5	7.4	7.4
	31 to 40 years	28	41.2	48.6
	41 to 50 years	27	39.7	88.3
	Over 50 years	8	11.7	100.0
	Total	68	100.0	

Table 4.2 shows the top management team age distribution in Nairobi County, Kenya. The table indicates that 41.2% (N=28) of the Top Management Team at the Nairobi county are between 31 to 40 years, while 39.7% (N=27) of the Nairobi county top management are aged between 41 to 50 years. This shows that Top Management is mainly comprised of ages between 31 and 50 years who comprise 80.9% (55) of the top management. The age distribution was relevant in analysing whether they have an impact on strategy implementation.

4.3.2 Gender

The gender distribution of the top management team was analysed using a frequency distribution and provided as shown below:

Table 4.3: Top Management Team Gender Frequency Distribution

		Frequency	Percent	Cumulative Percent
Valid	Male	52	76.5	76.5
	Female	16	23.5	100.0
	Total	68	100.0	

Table 4.3 shows the gender composition of the top management team at Nairobi County, Nairobi. From the table, majority of Top Management Team in the county is comprised of men who constitute 76.5% (N=52) of the top management, while women constitute 23.5% (N=16) of top management at Nairobi county. This shows there is a huge gender disparity at the top management at the county.

4.3.3 Education Level

The study also analysed the highest education level of Top Management Team members and tabulated the frequencies as indicated below:

Table 4.4: Top Management Team Education Level Frequency

		Frequency	Percent	Cumulative Percent
Valid	High School	1	1.5	1.5
	College Education	16	23.5	25.0
	First Degree	39	57.4	82.4
	Masters' Degree	12	17.6	100.0
	Total	68	100.0	

Table 4.4 above shows the level of education of top team management at Nairobi County. From the interview responses, 57.4% (N=39) of the respondents have first degree, 23.5% (N=16) of them have college education, while 17.6% (N=12) of them have masters' degree. The results indicate that majority of the top management team members have adequate qualification since they have college education, first degree, or even a masters' degree. The results show that the members are well educated and have the capacity to carry out decisions with respect to formulation and implementation.

4.3.4 Tenure as Management Team Member

The study analysed the average tenure of the department members in the county which was used to analyse its impact on strategy implementation in Nairobi County. The information was provided as shown below.

Table 4.5: Top Management Team Member Tenure

Department	Average Duration in Management Team
Agriculture, fisheries and livestock development	4.50
Education, youth, and social services	3.82
Health services	3.33
Information communication technology	2.40
Lands and physical planning	4.67
Public services management (PSM)	4.29
Roads and Transport	3.33
Security, compliance, and disaster management	3.80
Trade and industrialization	2.71
Urban renewal and housing	4.00
Water, energy, forest, environment & natural resources	3.85
Grand Total	**3.69**

Table 4.5 indicated the average duration of top management team members based on the department which they serve. The departments with the longest serving members include lands and physical planning (4.67 years), agriculture, fisheries and livestock development (4.5 years), public service management (4.29 years), and urban renewal and housing (4 years). The departments that had top management with the shortest period were I.C.T (2.4 years), followed by trade and industrialization (2.71 years), health services (3.3 years), roads and transport (3.3 years), and security, compliance and disaster management (3.8 years). The department with the longest TMT tenure is viewed as more experienced and therefore would have better record om strategy implementation.

4.3.5 Size of County Department Top Management Team

The size of the top management team is the number of members in the department and it was used to determine whether it affects strategy implementation in the county. The data was provided as shown in the table below.

Table 4.6: Size of County Department Top Management Team

Department	Size of department
Agriculture, fisheries and livestock development	7
Education, youth, and social services	7
Health services	8
Information communication technology	6
Lands and physical planning	10
Public services management (PSM)	9
Roads and Transport	9
Security, compliance, and disaster management	11
Trade and industrialization	7
Urban renewal and housing	8
Water, energy, forest, environment & natural resources	8

The size of the county top management teams was indicated in Table 4.6 and was based on the departments. The results indicated that security, compliance and disaster management had the highest number of members (11). This was followed by lands and physical planning which had 10 members, while public service management department, and roads and transport department each had 9 members. Health services, urban renewal and housing, and water, energy, forest and natural resources each had 8 members, agriculture, fisheries and livestock development, education, youth and social services, and trade and industrialization each had 7 members, and finally I.C.T department had 6 members in the management teams.

4.4 Strategy Implementation in Nairobi County

Strategy implementation characteristics in Nairobi County was analysed through the duration of strategy, the strategy formulation frequency, number of strategies formulated per department vis-á-vis the number of strategies implemented, and the implementation rate.

4.4.1 Duration of Strategy

The strategy duration of each county department was analysed and the results provided as shown in the table below.

Table 4.7: County Departments' Duration of Strategy

		Duration of Strategies
County department	Agriculture, fisheries and livestock development	Two Years
	Education, youth, and social services	Two Years
	Health services	One Year
	Information communication technology	One Year
	Lands and physical planning	One Year
	Public services management (PSM)	One Year
	Roads and Transport	One Year
	Security, compliance, and disaster management	One Year
	Trade and industrialization	One Year
	Urban renewal and housing	Two Years
	Water, energy, forest, environment & natural resources	Two Years

The duration of strategies formulated by county departments was presented in Table 4.7. The table indicated that departments or teams that had strategies spanning one year were health services, I.C.T, lands and physical planning, public services management, roads and transport, security, compliance and disaster management, and trade and industrialization. The other departments had strategies which spanned periods between one and two years. These were agriculture, fisheries and livestock, education youth and service, urban renewal and housing, and water, energy, forest and natural resources. The strategy duration enables proper review of formulated strategies, and whether they have been successful or not.

4.4.2 County Department Strategy Formulation and Review Frequency

The study also analysed the frequency of strategy formulation, the number of strategies formulated in the past one year by each department, the number of strategies implemented, and the implementation rate. The values were provided in the table below:

Table 4.8: County Department Strategy Formulation and Implementation Rate

	Strategy formulation frequency	No. of strategies formulated	Strategies Implemented	Implementation rate
Agriculture, fisheries and livestock development	Quarterly	5	3	60.0%
Education, youth, and social services	Quarterly	12	8	75.0%
Health services	Bi-annually	6	6	100%
Information communication technology	Quarterly	4	3	75.0%
Lands and physical planning	Bi-annually	6	4	66.7%
Public services management (PSM)	Quarterly	8	7	87.5%
Roads and Transport	Bi-annually	14	10	71.4%
Security, compliance, and disaster management	Monthly	9	5	55.6%
Trade and industrialization	Monthly	6	6	100%
Urban renewal and housing	Bi-annually	4	3	75.0%
Water, energy, forest, environment & natural resources	Bi-annually	7	4	57.1%

Table 4.8 shows the frequency of strategy formulation by county departments, number of strategies formulated, number of strategies implemented, and the implementation rate. With regards to the frequency of strategy formulation, it was seen that 18.18% (2 departments) of the total departments formulate and review their strategies monthly, including security, compliance and disaster management, and trade and industrialization. Management teams that had quarterly strategy formulation and review constituted 36.36% (4 departments) of the total departments and included agriculture fisheries and livestock development, education, youth and social services, I.C.T, and public service management. Finally, 45.45% (5 departments) of the total departments had bi-annual strategy formulation and review and were health services, lands and physical planning, roads and transport, urban renewal and housing, and water, energy, forest and natural resources.

With regards to the number of strategies formulated in the last one year, the table indicated that top management teams had the following number of formulated strategies: roads and transport (14), education youth and social services (12), security, compliance and disaster management (9), public service management (8), water, energy, forest, environment & natural resources (7), health services (6), lands and

physical planning (6), trade and industrialization (6), agriculture, fisheries and livestock development (5), I.C.T (4), and urban renewal and housing (4).

Finally, the table showed the number of strategies implemented by the management teams and the implementation rate. Based on the implementation rate, health services, and trade and industrialization management teams had the highest strategy implementation rate of 100% (6 each), while public service management had an implementation rate of 87.5% (7). Education, youth and social services department, I.C.T department, and urban renewal and housing department had implementation rate of 75% (8, 3 and 3 respectively). The department with the lowest implementation rate were security, compliance and disaster management which had 55.6% (5) and water, energy, forest and natural resources which had implementation rate of 57.1% (4).

4.5 Effect of Top Management Team on Strategy

The effect of top management team on strategy implementation was the main objective of the study. The interview was done to the county departments' team members with regards to how TMT tenure, TMT profession, TMT size, TMT age, and TMT gender diversity impact the departments' strategy implementation. The responses were rated ordinally on the extent of the TMT characteristics on strategy implementation and the mean of the responses calculated to get the overall effect.

4.5.1 Top Management Team Tenure

The impact of TMT tenure was presented using frequencies and means which was provided as indicated in the table below.

Table 4.9: Effect of Top Management Team Tenure on Strategy Implementation

		Frequency	Percent	Cumulative Percent
Valid	Little Extent	6	8.8	8.8
	Moderate Extent	17	25.0	33.8
	Great Extent	35	51.5	85.3
	Very Great Extent	10	14.7	100.0
	Total	8	100.0	

	N	Mean	Std. Deviation
Top Management Team Tenure	68	3.72	.826

Table 4.9 shows the responses on the effects of top management team tenure on strategy implementation. The results as indicated in the table showed that 51.5%

23

(N=35) of the respondents stated that TMT tenure affects strategy implementation to a great extent, another 25% (N=17) of them indicated that TMT tenure affects strategy implementation to a moderate extent, while 14.7% (N=10) of the county top managers were of the opinion that the tenure of top management team members had an impact on strategy implementation to a very great extent. The mean calculated from the responses had a value of 3.72 and a standard deviation of 0.826. The value of 3.72 implies that in overall TMT tenure has an effect on strategy implementation to a great extent.

4.5.2 Top Management Team Profession

Table 4.10: Effect of Top Management Team Profession on Strategy Implementation

		Frequency	Percent	Cumulative Percent
Valid	Little Extent	1	1.5	1.5
	Moderate Extent	12	17.6	19.1
	Great Extent	38	55.9	75.0
	Very Great Extent	17	25.0	100.0
	Total	68	100.0	

	N	Mean	Std. Deviation
Top Management Team Profession	68	4.08	.728

Table 4.10 shows the responses on the effects of top management team profession on strategy implementation. The results showed that 55.9% (N=38) of the respondents stated that TMT profession affects strategy implementation to a great extent, 25% (N=17) of them indicated that TMT profession affects strategy implementation to a very great extent, while 17.6% (N=12) of the top managers indicated that the profession of top management team members had an impact on strategy implementation to a moderate extent. The mean calculated from the responses had a value of 4.08 and a standard deviation of 0.728. The value of 3.72 implied that in overall TMT profession has an effect on strategy implementation to a great extent.

4.5.3 Top Management Team Size

The impact of TMT size was presented using frequencies and means as follows:

Table 4.11: Effect of Top Management Team Size on Strategy Implementation

		Frequency	Percent	Cumulative Percent
Valid	Moderate Extent	15	22.0	22.0
	Great Extent	39	57.4	79.4
	Very Great Extent	14	20.6	100.0
	Total	68	100.0	

	N	Mean	Std. Deviation
Top Management Team Size	68	3.99	.658

Table 4.11 presented the responses on the effects of top management team size on strategy implementation. The results as provided in the table indicated that 57.4% (N=39) of the respondents stated that the size TMT affects strategy implementation to a great extent, 22.1% (N=15) of them indicated that TMT size affects strategy implementation to a moderate extent, while 20.6% (N=14) of the top managers indicated that the profession of top management team members had an impact on strategy implementation to a very great extent. The mean calculated from the responses indicated a value of 3.99 and a standard deviation of 0.658. The mean value of 3.72 implies that in overall the size of TMT has an effect on strategy implementation to a great extent.

4.5.4 Top Management Team Age

The extent to which age impacts strategy implementation in Nairobi County was provided through frequencies and means, and presented as follows:

Table 4.12: Effect of Top Management Team Age on Strategy Implementation

		Frequency	Percent	Cumulative Percent
Valid	No Extent	4	5.9	5.9
	Little Extent	23	33.8	39.7
	Moderate Extent	24	35.3	75.0
	Great Extent	17	25.0	100.0
	Total	68	100.0	

	N	Mean	Std. Deviation
Top Management Team Age	68	2.79	.890

Table 4.12 presented the responses on the effects of top management team age on strategy implementation in Nairobi County. The results as provided in the table indicated that 35.3% (N=24) of the respondents stated that the age of TMT affects

strategy implementation to a moderate extent, 33.8% (N=23) of them indicated that TMT age affects strategy implementation to a little extent, while 25% (N=17) of the top managers indicated that the profession of top management team members had an impact on strategy implementation to a great extent. The calculated mean from the responses indicated a value of 2.79 and a standard deviation of 0.89. The value of 2.79 implied that in overall the age of TMT has an effect on strategy implementation to a moderate extent.

4.5.5 Top Management Team Gender Diversity

The impact of TMT gender diversity was analysed and presented using frequencies and means as shown in the table below.

Table 4.13: Effect of Top Management Team Gender Diversity on Strategy Implementation

		Frequency	Percent	Cumulative Percent
Valid	No Extent	15	22.1	22.1
	Little Extent	30	44.1	66.2
	Moderate Extent	18	26.5	92.6
	Great Extent	5	7.4	100.0
	Total	68	100.0	

	N	Mean	Std. Deviation
Top Management Team Gender Diversity	68	2.19	.868

Table 4.13 presented the responses on the effects of top management team gender diversity on strategy implementation. The results as shown in the table showed that 44.1% (N=30) of the respondents stated that gender diversity of the TMT affects strategy implementation to a little extent, 26.5% (N=18) of them indicated that gender diversity of TMT affects strategy implementation to a moderate extent, while 22.1% (N=15) of the top managers indicated that gender diversity of top management team members had no impact on strategy implementation. The mean calculated from the responses indicated a value of 2.19 and a standard deviation of 0.868. The value of 2.19 implies that in overall TMT gender diversity has an effect on strategy implementation to a moderate extent.

4.6 Correlation Test

Correlation test was done to identify the relationship between the implementation rate and the top management characteristics and the results provided as follows:

Table 4.14: Correlation test on implementation rate and TMT Characteristics

		Implementation Rate	Size of TMT department	TMT Age	TMT Tenure
Implementation Rate	Pearson Correlation	1	-.183	-.267	-.241[*]
	Sig. (2-tailed)		.075	.056	.048
	N	68	68	68	68
Size of TMT department	Pearson Correlation	-.183	1	.284[*]	.194
	Sig. (2-tailed)	.075		.019	.113
	N	68	68	68	68
TMT Age	Pearson Correlation	-.267	.284[*]	1	.584[**]
	Sig. (2-tailed)	.056	.019		.000
	N	68	68	68	68
TMT Tenure	Pearson Correlation	-.241[*]	.194	.584[**]	1
	Sig. (2-tailed)	.048	.113	.000	
	N	68	68	68	68

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

Table 4.14 below indicated the relationship between the dependent variable, strategy implementation rate, and the independent variables. The test was done using Pearson's correlation test with the results being between -1 and +1, where -1 indicated a perfect negative relationship and +1 indicating perfect positive relationship. From the table, the results indicated a correlation value of -0.183 and a significance value of 0.075 between strategy implementation rate and the size of the TMT department. The test also indicated a correlation value of -0.267 and a significance value of 0.056 between strategy implementation rate and average age of the TMT. The test finally indicated a correlation value of -0.241 and a significance value of 0.048 between strategy implementation rate and tenure of TMT.

The study results indicate that there is an insignificant (0.075) and low negative relationship between strategy implementation rate and the size of TMT. This implies

that as the size of the department increases, it is expected to have a slight decrease in strategy implementation rate. The study results also indicated an insignificant (0.056) and low negative relationship between strategy implementation rate and the average age of TMT. This also implies that there is an expected slight reduction in strategy implementation rate with overall increase in TMT age. Finally, the study indicated that there is a significant (0.048) but low negative relationship between strategy implementation and TMT tenure.

4.7 Other Factors affecting Strategy Implementation

The study analysed other factors that affected strategy implementation at Nairobi county departments. Various factors were given by the respondents, but one factor that kept appearing from the interviewees is politics. The respondents indicated that the departments are composed of members from various political parties who have various interests. These interests may be in contrast to the objectives of the county department and many times brings conflict during formulation and implementation of strategies. When political factors supersede those of the county department, it brings conflict that may take long to resolve, and compromise has to be reached in many instances so as to formulate and implement strategies.

Another factor that was adequately mentioned to have an impact on strategy implementation from the interviews conducted was finance to successfully implement the strategies. The budget allocation to the various departments in the county is at times not adequate to adequately implement the strategies. The departments are many times forced to scale down the strategy implementation process in terms of scope due to inadequate finance. In other instances, the implementation is delayed until adequate funds are achieved.

4.7.1 Challenges Experienced During Strategy Implementation

Challenges that are experienced during strategy implementation are different from those experienced during formulation. One of the challenges encountered by TMT during implementation is the rapidly changing operational environment. The county government does not operate in a vacuum and this environment keeps changing in terms of political and social structures which affect strategy implementation. This is because a strategy can be formulated by the county TMT but certain factors change

before or during implementation, hence the strategies requiring adjustments. These adjustments may again require time or other resources to fully implement the strategy.

Resistance to change by employees is another factor that affects strategy implementation in Nairobi County. Strategy implementation in many cases involve operation change or department structure and once a strategy is formulated, it is communicated to staff for implementation. Some of the changes affect the operations and hence the staff tend to initially resist the ideas and therefore pose challenges during implementation. This challenge was encountered across all the departments of the county. Lack of clear communication to the people implementing the strategy is another challenge experienced by county top management teams. This issue arose when the concept behind the strategy was not understood by the people who are implementing the strategy. The interviewees stated that when the top management team members do not fully understand and operationalize the strategy into tasks, it becomes a challenge to properly communicate the strategy to the entire team.

Another challenge experienced by TMT members when implementing county department strategies is corruption by employees. This occurs when some staff members need to be "motivated" to do their work which is usually part of a strategy implementation process. Rapid results expectations by the county population is a challenge experienced by county TMT. This is because when a change announced by the county officials as a result of strategy implementation, many people expect instant changes due to these changes. Finally, a strategy implementation challenge in the county is the measurement of result outcomes and align it to objectives. There has been a challenge in quantifying the level of success in strategies implemented and to what extent the outcome aligns to the county department objectives. Some strategies implemented have been successful over time but as indicated earlier, the time taken to be realised and hence the quantification becomes a challenge. Successful measurement helps in future formulation of strategies or to adjust the current strategies.

Challenges experienced during strategy formulation were also analysed since they affect the whole strategic process. With regards to challenges experienced during formulation, the study indicated that some of the challenges that top management team faces include aligning of strategy with department objective. Several of the

interviewees indicated that many times coming up with strategies that fit the county department objectives is a challenge. This may be due to lack of understanding the outcome of the strategies being formulated by the team. Another challenge that TMT experience during strategy formulation is political affiliation by members. Various political agendas have made formulation of strategy a challenge since the different parties have their interests to be achieved. This makes strategy formulation meetings to have voting on agendas so as to move forward. The challenge is that a management team with majority of a certain political party will pass an agenda even if it is not ideal for the department.

Varied expectations by the 'consumers' who in this case are the county citizens is another challenge experienced by county TMT during strategy formulation. A cosmopolitan city like Nairobi County has varied expectations by the citizens who come from diverse backgrounds. The variability makes strategic decisions difficult due to the varied and high expectations of the citizens. Some strategic actions may be good for one group of people but of no use to another group of people. This challenge was seen when the county tried to decongest the traffic, where resources were used to implement the decongestion and non-owners of vehicles saw it not affecting

The study also indicated that the process of strategy formulation can be improved in various ways. One of the ways to improve strategy formulation in county departments include having adequate funding in their department. The process of strategy formulation involves processes which requires financial resource and therefore adequate funding has to be allocated to the various departments so that they can be able to formulate the strategies well. With an inadequate budget, formulation of strategies become a challenge since even implementation will not be well done. Another aspect indicated by interviewees to improve strategy formulation by county top executives is having enough time to formulate the strategies. Formulation of strategy requires proper analysis of all the relevant factors, both internal and external to the institution. This requires time by top management team so that effective strategies can be formulated.

4.8 Discussions

The chapter analysed the data provided by the interviewees in a bid to answer the research objective. Descriptive findings were provided and include various items. One

of descriptive statistics to be analysed was the age of the respondents and the study indicated majority of top management team in Nairobi County are aged between 31 years and 50 years as provided by a combined percentage of 80.9%. The results with regards to gender indicated that there was a disparity in gender representation in the top management since the male representation was 76.5% as compared to 23.5% of women in county top management. Therefore, the results show that more women need to be brought on board in the management team.

The research objective was to determine the effect of top management team characteristics on strategy implementation in Nairobi County, Kenya. This was based on the five top management team characteristics which were tenure, profession, size, age, and gender diversity. The findings indicated that TMT tenure has an effect on strategy implementation to a great extent with a mean of 3.72. This was based on the overall responses by the interviewees, of whom 51.5% of them indicated that TMT tenure has an effect on strategy implementation to a great extent, 14.7% of them indicated that tenure affects strategy implementation to a very great extent, while 25% of them indicated that it affects strategy implementation to a moderate extent. Golden and Zajac (2001) indicated that long-tenured boards generally follow similar strategies compared to boards with shorter terms.

With regards to the profession diversity of top management and its effect on strategy implementation, the findings indicated that it has an effect to a very great extent with a mean of 4.08. This was also based on the average of the individual member responses where 55.9% of them indicated TMT profession to have an effect to a great extent, 25% of them indicated profession to have an effect to a very great extent, while 17.6% of them indicated that it has an effect on strategy implementation to a moderate extent. Priem (1999) stated that professional diversity makes management to have lower agreement level hence would hinder effective strategy implementation.

The other top management team characteristic, size, was found to have an effect on strategy implementation to a great extent. This was again based on the overall responses by the interviewees, of whom 57.4% of them indicated that TMT size has an effect on strategy implementation to a great extent, 20.6% of them indicated that size of TMT has an effect on strategy implementation to a very great extent, while 22% of them indicated that it affects strategy implementation to a moderate extent.

Tihanyi *et al*. (2000) indicated that team size affects heterogeneity while Hellman and Puri (2002) indicated that when the team is large, there is more human resource. The team size therefore requires a balance where there is no conflict due to large size and also no adequate human resource due to small size.

Top management team age was found to have an effect on strategy implementation to a moderate extent, and was based on the average of individual member responses. From the averages, 33.8% of the interviewees indicated that age had an effect on strategy implementation to a little extent, 35.3% of them indicated that age had an effect on strategy implementation to a moderate extent, while 25% of them indicated that age had an effect on strategy implementation to a great extent. De Lange et al. (2006) stated that older employees are labelled as less flexible, low in technology embrace, and less effective. However, age heterogeneity might lead to increased creativity and improved adaptability. TMT in Nairobi County should look for a balance of both experienced and young managers so as to have both creativity and experience.

The final TMT characteristic to be analysed, gender diversity was found to have a moderate effect on strategy implementation with a mean of 2.19. This was based on the average of individual responses by the interviewees, of whom 22.1% of the interviewees indicated that gender diversity had no effect on strategy implementation at Nairobi county, 44.1% of them indicated that gender diversity in TMT has an effect on strategy implementation to a little extent, while 26.5% of them indicated that gender diversity affects strategy implementation to a moderate extent. Daunfeldt and Rudholm (2015) stated there is a close relationship between the number of women in top management and firm performance. This is in contrast to the study findings which indicated there is no great effect of gender ratio in TMT.

In overall, it was found that TMT profession had the greatest effect on strategy implementation at Nairobi County with a mean of 4.08, followed by the size of the management team which had a mean of 3.99. The tenure of top management followed third with a mean of 3.72, then followed by the age of top management which had a mean of 2.79, and lastly gender diversity had the least impact on strategy implementation with a mean of 2.19.

CHAPTER FIVE
SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This final chapter contains the summary and conclusion of the study with regards to the effect of top management team characteristics on strategy implementation at Nairobi county government, Kenya. The chapter provided the summary of the study in section 5.2 and presented the conclusion of the study in section 5.3 based on the results of the analysis. The study recommendations and limitations of the study were presented in section 5.4.

5.2 Summary

Strategy is vital for an organization to attain its objectives since it provides a guideline on how to achieve them. The whole strategic process can be divided into strategic planning, strategic formulation, and strategic implementation. Strategy implementation involves putting strategic choices into action and without proper implementation, the whole strategic process becomes useless. The success of strategy implementation in an organization needs the intervention of top management since they have the authority and influence of providing the resources. Implementation of strategy in public institutions and, more so, in counties may experience challenges. Therefore with the research gap on top management and strategy implementation in counties, the study formulated an objective to determine the effect of top management characteristics on strategy implementation in Nairobi County, Kenya.

With the objective, literature review was conducted by looking at the characteristics of the top management team and how they affect strategy implementation. These characteristics were tenure, profession, size, age, and gender diversity and were analysed with the context of Nairobi County. A case study was conducted in order to gain knowledge of research objective and interviews were conducted with the top management teams at the county. The study managed to conduct 68 interviews of the top managers in all county departments which were 11 in total. The interview had both structured and open-ended questions so as to have consistency in analysis of responses and also to get information that may not be captured in the interview questions. The quantitative sections were analysed using means while the qualitative section was analysed using content analysis.

The study results indicated that top management team tenure has an impact on strategy implementation in Nairobi County to a great extent with a mean of 3.72. Profession as a top management team characteristic had the results indicating that it has an effect on strategy implementation to a very great extent with a mean of 4.08. The other top management team characteristic, size, had results indicating an impact on strategy implementation to a great extent with a mean of 3.99. The study findings also indicated the fourth characteristic, top management team age, to have an impact on strategy implementation to a moderate extent with a mean of 2.79. Finally, the study TMT characteristic, gender diversity, was found to have an impact on strategy implementation to a moderate extent with a mean of 2.19. Therefore, from the mean computations, it was found that top management team profession had the greatest effect on strategy implementation at Nairobi County, while gender diversity had the least effect on strategy implementation at Nairobi County.

Other factors that were considered to have an effect on strategy implementation in Nairobi County other than the TMT characteristics were politics and inadequate funding of the county departments. The challenges that the top management team experienced during formulation of strategies were misalignment of strategy with departmental objectives, political affiliations, and varied expectations by the consumers who are the citizens. The challenges that were experienced during strategy implementation by the county top management team were rapid changing environment, resistance to change, lack of proper communication, corruption, quick expectation of results, and lack of accurate measurement of outcomes.

5.3 Conclusion

The objective of the study was to determine the effect of top management team characteristics on strategy implementation in Nairobi County, Nairobi. The characteristics that were used to conceptualize the top management were tenure, profession, size, age, and gender diversity. Analysis was done for each of the characteristics and results provided. From the results of the first characteristic, TMT tenure, the study concluded that the tenure of the top management team is important for strategy implementation in the county of Nairobi. The longer the tenure of the management team, the better the strategy implementation at the county. The findings of the second top management characteristic, profession, indicated that it had an

impact on strategy implementation to a very great extent. From the findings, the study can conclude that the profession of top managers is very important in strategy implementation in a county government.

The third characteristic of top management characteristic was size of the team whose results indicated that it had an impact on strategy implementation to a great extent. This result led to the conclusion that it is an important factor to consider when forming top management teams in county governments. A very large team or a very small team may not be ideal for top management when formulating and implementing strategies. The fourth TMT characteristic that was analysed in the study was average age of the management team. The results indicated that it has an impact on strategy implementation to a moderate extent and therefore the study concluded that it is not an important aspect when a county government wants to improve strategy implementation. The fifth TMT characteristic analysed in the study was gender diversity and whether it effects strategy implementation. The study findings indicated that it affects strategy implementation to a moderate effect and therefore the study concluded that it is not a great factor to consider when a county department wants to improve strategy implementation. However, the low representation by women in the county departments should be improved for gender parity and also to be in line with the constitutional requirement of one-third representation.

From the open ended responses by the interviewees, the study indicated that politics and low financing of departments are barriers to proper strategy formulation in county governments, while resistance to change and corruption are some of the internal factors that affect strategy implementation.

5.4 Recommendations of the Study

From the findings and conclusions, the study provides various recommendations to improve strategy implementation in Nairobi county and other county governments. Firstly, the study recommends that top management team members should have the relevant professional qualifications within their departments so as to provide relevance when formulating and implementing strategies. The county governments should also come up with policies on minimum qualifications for top management team members. The study also recommends that policies should be laid out in regards to the tenure of the top management team so that one does not become a TMT

member for too long, and also have a mix of experienced and non-experienced members so that they can learn from each other and improve strategy implementation. With regards to age, the study recommends that a mix of experience and young members should be done so as to combine experience with technology and flexibility. On the final TMT characteristic, the study recommends a gender balance in counties to have gender inclusion in the government in order to have the one-third gender representation.

The study also recommends that strategy formulation and implementation should have framework and policies so that they are not affected by politics and corruption. Politics and corruption in the country is able to cripple processes in an institution and therefore it is important to have policies and frameworks that are able to streamline strategy formulation and implementation processes in county governments.

5.4.1 Suggestions for Further Research

From the study findings, one of the suggestions for further research is that further analysis could be done on other top management team factors that affect strategy implementation in Nairobi and other counties. Other analytical techniques can also be done with regards to top management effects on strategy implementation, such as regression analysis. Finally, research can be done in other public institutions and counties in order to confirm whether all public institutions and counties are affected the same.

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APPENDIX I: INTERVIEW GUIDE

PART A: DEMOGRAPHIC INFORMATION

County Department	
Age group	Under 30 years ☐
	31 to 50 years ☐
	41 to 50 years ☐
	Over 50 years ☐
What is your gender	Male ☐
	Female ☐
What is your highest education level	High School ☐
	College Education ☐
	First Degree ☐
	Masters' Degree ☐

PART B: BOARD AND STRATEGY IMPLEMENTATION

This section provides information on the management board and strategy implementation.

How long do your department strategies cover?	One year ☐ Two years ☐
How long is your experience with the management team?	
How frequently does your department formulate and review its strategies?	Monthly ☐ Quarterly ☐ Bi-annually ☐ Annually ☐
How many strategies have been formulated by your department in the last one year?	
How many strategies have actually been implemented by your department in the last one year?	
Number of people in your department management team	
Do the strategies formulated and implemented assist in attaining county goals?	Yes ☐ No ☐

PART C: IMPACT OF BOARD ON STRATEGY IMPLEMENTATION

On a scale of 1 to 5, with **1** = **'No Extent'** and **5** = **'Very Great Extent'** indicate the extent to which the following affect strategy implementation and change response in your department?

	1	2	3	4	5
The *tenure of top management team* has an impact on the rate of strategy implementation at the department.					
The *profession diversity of committee members* impacts the rate of strategy implementation at the department.					
The *number of department board members* (size) impacts on the rate of strategy implementation at the department.					
The *age of top management team* has an impact on the rate of strategy implementation at the department.					
The *gender diversity of committee members* has an impact on the rate of strategy implementation at the department.					

What other factors affect the implementation of strategy in your department?

_____

_____

In your opinion, what can be done to improve strategy implementation in your department?

_____

_____

_____

What challenges are experienced by your department when **formulating** strategies?

_____

_____

What challenges are experienced by your department when **implementing** strategies?

_____

_____