INFLUENCE OF STRATEGIC MANAGEMENT PRACTICES ON SERVICE DELIVERY BY NATIONAL MUSEUMS OF KENYA

MITEI DIANA CHELANG'AT

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

2019

DECLARATION

I declare that this Research Project is my original work and has not been presented for any award in any other academic institution.

Signature: _____   Date: _____

MITEI DIANA CHELANG'AT

D61/5304/2017

This project has been submitted for examination with my approval as the University Supervisor:

Signature: _____   Date: _____

Dr. JOSEPH OWINO
DEPARTMENT OF BUSINESS ADMINISTRATION
SCHOOL OF BUSINESS
UNIVERSITY OF NAIROBI

ACKNOWLEDGEMENTS

DEDICATION

I would like to dedicate this project to:

- All the victims of negative ethnicity in Kenya, and beyond
- My loving parents who has been a continuous source of inspiration; and whose charisma, charm and wisdom, has been quite encouraging.
- My husband Alfred who has been a constant source of support and encouragement during the challenges of graduate school
- My beloved children Dervla Chepkirui, Devlin Kipkalya and my niece Sharon Chepchirchir who've had to endure my absence and long hours away from home. You are the reason for my hard work. It is my hope that this work will inspire you to work smart and follow the same academic journey.
- My sister Brenda Chepkirui and brothers Kelvin Bett and Xavier Kipng'etich for their unquantifiable love and support during this period.

TABLE OF CONTENTS

ABBREVIATIONS AND ACRONYMS

BoD   Board of Directors

CEO   Chief Executive Officer

ICT   Information and Communications Technology

NMK   National Museums of Kenya

PME   Planning Monitoring and Evaluation

ABSTRACT

Strategic management and its implementation has been used for improvement of performance. Strategic management is defined as the science and art of formulation, implementation, and evaluation of cross-functional decisions that enable an organization to achieve its objectives. Strategic management is an enabler for firms for their understanding of their strategic position and identification of the choices which are strategic for the future of the organization and management of strategy in action. Strategic management practices, which are central in the strategic management process, demands that the organization puts in place systems which are efficient to enable the organization to counter events which are unpredictable; and enable the organization in sustenance of their operations, minimization of the risks involved and efficient delivery of services. Service delivery is the process and activities that are undertaken by an organization with the aim of creation of value, and it includes performance to customers. The objective of the study was to determine strategic management practices adopted by the National Museums of Kenya and how adoption of the practices influences service delivery at the organization. This study employed a case study design and it was carried out in National Museums of Kenya, with interview guide used to solicit data on the four elements of strategic management process and service delivery. This study made use of data from primary sources and secondary sources. Collection of primary data was undertaken by having face to face interviews that were conducted by the researcher. The respondents for the study were seven senior managers of the organization involved in implementation of strategy. Data was recorded in form of notes during the interview process which was undertaken by the researcher. Content analysis was used for analysis of the data collected, where coding of the data was then undertaken by identifying categories, trends and themes based on relationships observed. Evaluation of the coding was done as per the study objective. Description of the themes and data patterns was then be undertaken. The study established that National Museums of Kenya has adopted different strategic management practices. These practices have influenced its pursuit of the mandate of provision of heritage and monument services for its consumers. These are in the four elements of strategic management process, which are situation analysis, formulation of strategy, strategy implementation, strategy evaluation and control. Adoption of strategic management practices has contributed to and affects service delivery of this public sector organization. The study found out many challenges and gaps which impacts the process and quality of service delivery. The major challenge was funding, among the resource requirements for implementation of strategy. Inadequate resources have let to compromise of accessibility and availability of services. The study recommends provision of adequate resources for programs and activities undertaken by the organization to enable effective implementation. Funding should be increased for improvement of quality of strategic management practices, which would ultimately impact delivery of services. The organization should endeavor to build the capacity of its employees in undertaking their duties. Continuous professional development is recommended. The organization should undertake training needs assessment to comprehensively determine capacity gaps. This should be followed by proper plan to address the gaps.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Strategic management and its implementation has been used for improvement of performance. Strategic management definition is that it is the art and science of formulation, implementation, and evaluation of cross-functional decisions that are enablers of the organization in its achievement of its set objectives (Mintzberg, Ahlstrand , & Lampel, 2009). Strategic management is an enabler for firms for their understanding of their strategic position and identification of the choices which are strategic for the future of the organization and management of strategy in action. Strategic management practices, which are central in the strategic management process, demands that the organization puts in place systems which are efficient to enable the organization to counter events which are unpredictable; and enable the organization in sustenance of their operations, minimization of the risks involved and efficient delivery of services (Capon, 2008). Service delivery is the process and activities that are undertaken by an organization with the aim of creation of value, and it includes performance to customers (Cambridge University Press, 2019).

This study was be guided by two theories and a model of strategic management as theoretical foundations. The dynamic capabilities theory and the contingency theory were used while the model used was the strategic management model introduced by Wheelen and Hunger (2012). The authors of the model posited that strategic management process has four phases. The initial phase is the organization environmental scanning. The second phase folows, where the organization establishes its strategic direction. After this, formulation of organizational strategy is undertaken.

The developed strategy is then implemented with the aim of achieving the objectives and business goals while monitoring and control of the level of implementation is undertaken. The fourth phase is the evaluation of the strategy.

Based on the Resource-Based theory, the origin of an organization's advantage stems more from the internal resources which the organization possesses, than their external environment positioning. The competitive advantage of the organization are dependent on the exclusive and distinctive resources and competences which the organization owns. The success of the strategy adopted by the organization is dependent on the unique resources. The prediction of the theory is that some types of resources which are possessed and in control by the organization have the promise and the ability to create and sustain competitive advantage that ultimately contributes to greater performance of the organization and development of distinctive capabilities.

The contingency theory attraction is the indication that one or lone best method for management of an organization does not exist. Based on the condition and situation the organization is experiencing, it should develop a managerial strategy to survive. Management decisions made are dependent on the purpose and goals of the organization. Circumstances prevailing in the organization, both inside and outside, therefore influence course of actions and behaviors.

The National Museums of Kenya (NMK) is a public entity in Kenya. Like other state corporations, it is a creation of national laws and regulations (National Museums of Kenya, 2019). The institution plays important part in the economy of the country in terms of on creation of employment through its role in promoting heritage and tourism, which has been one of the fastest growing sector in Kenya since independence (Deisser & Njuguna, 2016). Changes in management of government institutions has necessitated embracing of strategic management for improvement of operations and performance of

NMK, but there is little evidence on how this has impacted the delivery of services by the institution. Against this background, this study aimed at establishing the influence of adoption of strategic management practices on service delivery by the National Museums of Kenya.

1.1.1 Concept of Strategy Process

The business environment is complex and ever changing and this renders decision making sophisticated and complex, hence requiring strategic management (Arora, 2004). Various challenges exist for a modern day business executive: management of the internal activities of the business, and managing the organization which faces challenging factors in the firm's immediate external environment. Organizations operate within changing environment which exerts pressure on the organization.

According to Adeoye and Elegunde (2012), organizations have different environments which are the economic environment, the political and legal environment, the socio-cultural environment, the physical environment, demographic environment, technological environment among others. Changes in these pose challenges to managers of organization due to their effect on the firm's ability to compete. External environment for organizations changes rapidly and managers of organizations must adapt to these changes, by developing strategies to respond appropriately to these changes so that they remain relevant, profitable and with competitive advantage. To deal effectively with all these, business managers must therefore scheme strategic management processes that can aid the organization to be optimally positioned in the competitive operating environment.

Managers who are effective understand the important and significant contribution of strategic management in the organization's performance. Strategic management

method guarantees greater alignment between the operating environment and the organization. Strategic management is continuous procedure, whose aim is to keep the entire organization matched suitably to its setting (Leslie & Byars, 2005; Pearce & Robinson, 2002)

Strategic management as a process is systematic and intended for management of the organization and its future direction with regard to the environment with which the organization is operating in, and done in a way that ensures continuation of success, and security from surprises (Kreitner, 1992). Strategic management serves as a toll in the entire management process in the organization. It is described as the uninterrupted method to ensure that competitive and greater fit exists between the organization and its environment that keeps on changing (Kreitner, 1992).

Strategic management as the set of management decisions that shapes the attainment of the goals of the organization in the long run includes characteristics such as scanning of operating environment, formulation of strategy, implementing the strategy, its assessment and control (Pearce & Robinson, 2007). The process of strategic management includes the steps by which organization leaders and managers convert organizations mission, goals and objectives to a workable strategy. According to Rani and Merga (2016), the strategic management method includes the compelete set of decision, the obligations and the operations or actions that the organization ie required tio undertake for attainment of strategic competitiveness and earn returns which are above average.

The strategic management procedure aims at formulating and implementing strategy. There exists many and varied definitions of strategy with different authors and scholars on the subject offering its own definition. "Strategy is the direction and scope of an organization over the long term, which achieves advantage in a changing environment

through its configuration of resources and competences with the aim of fulfilling stakeholder expectations" (Hunger & Wheelen, 2003). In strategy, the management of organizations have to understand the operating environment of the organization, both internal and externally, and the resources which the organization owns as its enabler for competition in the environment external to the organization. In the organization, strategy aims at provision of direction. This is through the plan which the organization develops after the consideration of the operating environment and identification of opportunities which exist the organization external environment. (Capon, 2008).

According to Mintzberg, Lampel and Ahlstrand (2010), a strategy is described as a plan, and a plan is an enabler for looking and thinking about the future, the opportunity to control some aspects of that the future, making of decisions and integration of these decisions in a manner that is cohesive and a process that is formalized. In this process of strategic management, resources such as human, financial, technical are used within the context of the environment variables. Strategic processes allow managers to accurately anticipate changes in the environment. This can enable them to improve the organization in preparing for reaction to internal or competitive demands which are unexpected (Pearce & Robinson, 2002). The implementation of strategic processes should be aligned to the operating environment to facilitate attainment of the long term goals and aims of the organization and achieve sustainable competitive advantage. As observed by Walker (2013), strategic management practice is considered as an important practice since its influence contributes to the success of the firm.

1.1.2 Strategic Management Process and Practices

Strategic management practices have in the recent past attracted attention and recognition due to the ever changing organization's operating environment.

Organizations adopt strategic management practices to in order to place themselves in a way where they can create new abilities and improve capacity to exploit and face new situations. The aim of strategic management in the organization is creation of position in the market, and developing capabilities to be able to produce success despite the forces the organization faces like problems internal to the organization, unforeseeable events and competition from rivals in the market (Ganguli, 1979). Mission, vision and core values are important tools in guiding the organization in understanding why it does what it does, what the organization is doing and what guides what it does. These tools must be included in the process of developing strategy of the organization.

Organizations in the public sector have to cope with the rapidly changing political and social environment, where citizens demand for their rights. This required the organizations to adopt strategic management practices. Adoption of these practices influenced the performance of the organization, according to the empirical and theoretical evidence. Ladwal *et al*. (2012) observed in a research that adopting of strategic management practices contributed to enhancement in performance and credibility of businesses which had varied societal and political issues.

1.1.3 Service Delivery

One characteristic shared by all organizations, irrespective of the sector where they belong, is that they use resources for delivery of services and products to their customers and users of their services. Organizations in the public sector are under increasing pressure to increase effectiveness and efficiency in the course of delivery of their mandates and services. There is change from the old-style method of delivering services in the public sector, with introduction of public service management culture that is founded on the nature of the market. This has contributed to the numerous changes and reforms in government ministries.

The Governments thinking in improvement of service delivery is reflected in different documents and policy guidelines. As per the Public Sector Reforms Sector Plan (Government of Kenya, 2013), the government envisions a public service that is more efficient, well-motivated and trained well. This is also the foundation of the Kenya Vision 2030. The Constitution of Kenya lays the agenda and context for the building of a public service which is results oriented, citizen centered and efficient.

Service delivery is described as, "the act of provision of services to customers" (Arora, 2004). The definition of a service is a product, which is resultant of an organization's operations and transformation process. A service is an impalpable product. A service can also be described as an act, or an effort directed in achieving a specific objective, which is satisfaction of a need or fulfillment of a demand (Business Dictionary, 2019).

Quality is the degree by which a service is able to satisfy customers by consistently meeting their expectations, wants and needs (Wirtz & Lovelock, 2016). Quality service is constituted by different elements, and these elements vary according to the organization and the service the organization offers. To deliver on their mandate, public organizations should ensure there is consistent and quality services, which are responsive to the users. For services to be of quality, there are different parameters, which include availability, affordability and acceptability.

Availability is the aspect of the service obeying the demand and supply forces, to be able to meet the volume of needs of those consuming the service. Accessibility is the aspect of the service being at the right location, that it is proximal to consumers in relation to distance and time. Affordability refers to the financial aspects of the service, where the service has ability to be purchased and distributed. Acceptability refers to the perception of the consumer, that the service is acceptable to the attitude of the provider

and the consumer regarding characteristics of the service (Penchansky & Thomas, 1981).

1.1.4 National Heritage Sector in Kenya

The heritage sector in Kenya is involved in the repository for national heritage collection. These include prehistoric materials, biological and cultural materials. These materials are used for research and educational purpose for the staff involved in the sector, and the general public. The materials also enhance the information, indebtedness and use of the materials and resources, aiming at benefiting the Country and the world at large (National Museums and Heritage Act Cap 216, 2006).

1.1.5 National Museums of Kenya

The National Museums of Kenya (NMK) is a government organization which was initiated by National Museums and Heritage Act for the enforcement of laws related to managing heritage in Kenya. The National Museums and Heritage Act, Cap 216, gives provision for the formation of the organization, through the provision for the establishing, controlling, managing and developing of national museums and the identifying, protecting, conserving and transmitting of the cultural and natural heritage of Kenya. The Law also repealed the Antiquities and Monuments Act and the National Museums Act. These legislation form the legal framework for the existence of the organization. According to the National Museums and Heritage Act, NMK is responsible for among others: serving as the Country's Centre of heritage and repository of things which are cultural, scientific, technological and of human interest; serving as avenue for undertaking research and dissemination of knowledge in all fields of scientific, cultural, technological and human interest; identification, protection, conservation and transmission of the natural heritage and the culture of the Country;

and the promotion of culture and natural resources for social and economic development (National Museums of Kenya, 2019).

The organization is under the Ministry of State for National Heritage and Culture. The organization is considered one of the foremost centres for research and conservation education in the region. Its main mandate is ensuring the protection of the Country's heritage. It is the repository of the country's heritage besides undertaking preservation and conservation of the nation's cultural and natural resources (Manene, 2011). Heritage management gives provision for the foundation for developing and promoting of the tourism industry that influences meaningfully on foreign exchange earnings and therefore the country's development in the economically (Deisser & Njuguna, 2016).

The core functions of the state corporation are varied. It undertakes promotion of heritage, collection and documentation by housing unique and diverse collections which are categorized into natural history and cultural/musicological/history. It also undertakes conservation and preservation through preserving all the collection in its possession and include items which are tangible, intangible, immovable and movable items, those in ex-situ and those in-situ. It also undertakes dissemination of information related to heritage, by undertaking synthesis of the information which it generates from studies and collections. This information is the, presented to the public for awareness raising and promotion of learning in the public. The disseminations undertaken through many channels which include exhibitions, and education programs (Borona, 2009).

The organization has the mandate of improving service delivery and provision of museums and heritage services for consumption by its customers. The customers include visitors in the country and beyond. It is responsible for museums and heritage policy, where it formulates, implements and evaluates museums and heritage policies

and plans, while performing financing functions, coordination function and implementation of activities related to its mandate in the Country. The organization is also tasked with management of Regional Museums, Sites and Monuments which have significance and value both internally and globally, together with other collections that are invaluable collections of Kenya's living cultural and natural heritage, all aimed at contributing to national development (Borona, 2009).

1.2 Research Problem

The conceptual motivation of this study lies on the notation that organizations, whether in public or private sector, have to align their functions with their overall strategic goals and objectives. Organizations globally are adopting strategic management practices for improvement of delivery of services to their customers (Joyce, 2015). Organizations in the public sector face turbulent operating environment, and to respond distinctively to environmental factors both inside and outside the organization, strategic management practices should be inimitable to other businesses and institutions. For organizations to attain their goals and objectives, adjustment has to be made to their operating environment (Pearce & Robinson, 2007). To develop and improve performance, organizations in private and public sector use management as tool (Nartisa *et al.*, 2012). For many years, service delivery in public sector had been characterized by red tape that was hampering service delivery.

Contextually, the National Museums of Kenya is in existence for achievement of a purpose, and the organization has to ensure that it possesses resources, which it must utilize in an effective way to ensure that this purpose is attained and facilitate it to deliver services in line with its mandate. Public entities have competitors for their services. Failure to deliver could result in disaffection among the public. They operate

in a dynamic environment. They make choices for limited resources, hence there is need to strategically plan their operations (Joyce, 2015).

Studies have been undertaken by different scholars, which have recommended further research to reduce the knowledge gap since little knowledge exists regarding the status of strategic management practices in the public sector. Globally, Aboramadan (2016) conducted a study on how strategic management practices influenced performance of Non-Governmental Organizations. This study focused on the influence of different strategic management practices on the business goals and results of the organizations. The study showed a significant link between adopting of different strategic management practices and the performance of the entities, with a recommendation on reliance of the practices as a means for achieving high performance. Regionally (in Africa), Adeoye & Elegunde (2012), studied the influence of external environment in adoption of strategic management practices for improvement of delivery of services within food and beverage industry in Nigeria. This study focused on environmental scanning. Further study was recommended for other strategic management practices in different settings.

Locally within the Public sector, various authors have undertaken studies related to strategic management within public sector organizations. David (2013) conducted a study in Kitale Museum, a regional museum in Kenya for assessment of performance of the institution in delivering of its services and ability of the products it offers to meet the customer needs. The study recommended further research by National Museums of Kenya and other stakeholders on existing policies about museums to improve delivery of services. In another study which focused on National Museums of Kenya, Manene, (2011) examined the consequence of employee participation on organizational commitment. This study did not however focus on the extend of adoption of strategic

management practices in improving delivery of services in the organization. In another related research, Borona, (2009)   (Borona, 2009) studied how strategic change is managed at National Museums of Kenya. This research revealed that the organization has a strategic plan, with the Chief Executive Officer and the board responsible for its execution. The study recommended further research on other aspects of management apart from change management, and how they impact on the operations of the organization.

Odundo (2012) in an investigation of strategic management practices in state corporations. This research focused on strategy formulation and implementation, but didn't focus on strategy evaluation, which was included in this study. In a related study on practices which are undertaken by administration department of the National Government to manage change, Nyagah (2016) observed the utilization of strategic management practices, leading to improvement of quality of delivery of services, which was done effectively and efficiently. This research recommended further study in other government departments to further knowledge on how organizations can further research on how government organizations can create competitive advantage and improvement of service delivery by utilization of strategic management practices. A survey on management practices in selected government ministries in Kenya by Chacha (2018) found that strategy impelementation phase in strategic management procedure is critical for improvement of service delivery.

The studies and literature reviewed reveal some research gaps. Evidence from previous studies reviewed shows that role of strategic management in improvement of service delivery in museums is understudied. Previous studies undertaken on utilization of strategic management in public sector in Kenya have recommended further studies to bridge the knowledge gap. There is small amount of evidence on adoption of strategic

management at National Museums of Kenya. Majority of the studies carried out focused on management of change, and none has focused on how all strategic management practices influence service delivery, which is the focus of this study. From the above, there exists a gap in knowledge and evidence in the adoption of strategic management practices and their influence on service delivery in the government departments and Public sector generally in the country. This study aimed at filling the gap by asking the question: how does strategic management practices influence service delivery at National Museums of Kenya?

1.3 Research Objective

The main objective of this study was to determine influence of strategic management practices on service delivery by National Museums of Kenya. The specific objectives were:

i. To determine strategic management practices adopted by the National Museums of Kenya.

ii. To establish how strategic management practices influence service delivery at the National Museums of Kenya.

1.4 Value of the Study

This study adds value and is beneficial to different groups in various ways. To policy makers in government, the study can help in improvement of policy making with reference to what this study found out. The study also adds value to government ministries and departments, as a learning point in utilization of strategic management for improvement of service delivery. This study serves as feedback on issues of delivery of National Museum services and execution of its strategy.

The results of this research contributes to addition of knowledge in strategic management field and its application in management of organizations in the public sector in the Country. In the course of the research, the author documented the experiences of in implementation of strategic management in a parastatal. This knowledge is useful to practitioners of strategic management. For strategic management practitioners and professionals at National Museums of Kenya, the findings of the study are hopefully a resource for assessment of performance of the parastatal.

To academicians and strategic management practitioners, the results of the study can be helpful as foundation for conducting additional studies in the field. Researchers and scholars can utilize this research as foundation for discussions on strategic management. This study findings can be used as a resource in implementation of strategic management in other government ministries and departments. Future academicians will also utilize this study for enriching their literature review.

The study also contributes in widening knowledge in strategic management theories. The study is of value in several areas of theory testing. Findings offer significant evidence for testing and contribution to theoretical arguments and better understating of theories like dynamic capabilities theory and the model of strategic management which formed the theoretical basis for this research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter explores information and applicable data relating to the core purpose of the study from available empirical and theoretical sources on the subject (strategic management practices framework). The main topics covered in this chapter are the theoretical foundation of the study, an overview of strategic management practices and service delivery. Lastly, the chapter focusses on empirical studies related to the study and the summary of knowledge identified during entire exercise.

2.2 Theoretical Foundation

A variety of theories on strategic management relating to its adoption and utilization in public organizations have been formulated and advanced but this study focused on two of the theories. Theories to be reviewed and incorporated into this study are resource-based view and contingency theory. The basic concepts of strategic management process will be the main guide on most of the issues during the entire literature review process.

2.2.1 Resource Based View

The resource-based view (RBV) is considered and acknowledged to be a strategic management theory that is accepted and used widely (Newbert, 2007). Penrose (1959) stated that an organization's competitive advantage stems mainly in the utilization of a package of valued tangible or intangible resources which an organization possesses and

are available. According to this theory, resources are what the organization requires and in its transformation process to produce its products.

The capabilities and inputs can generally be categorized into 3 classes as organizational capital, physical capital and human capital (Crook et al, 2008). According to this theory, a capability is the ability for a group of resources to execute a task of activity. Each business entity or an organization is a collection of unique and valuable capabilities and resources which are the basis by which the organization develops strategy. In a business environment where there is increased competition, an organization is seen as a collection of evolving competencies that are managed in a dynamic way to achieve above-average returns.

2.2.2 Contingency Theory

This strategic management theory originated in the 1960's (Supriadi & Pheng, 2017). According to the contingency theory, one best way of managing organizations does not exist. The procedure of making decisions related to the organizations should ensure achievement of a fit between the environment the organization is operating on and the design of the organization (Rebentisch & Prusak, 2017). On the basis of this theory, one-size-fits-all method is inappropriate as how effective the practices of an organization are depends on the context and the environment in which the practices are put to practice. Management choices made are dependent on the purpose and goals of the organization. Circumstances prevailing in the organization, both inside and outside, therefore influence course of actions and behaviors. For public sector organization, managers have to make decisions based on the situation in the organization and prevailing conditions in the country, to improve delivery of services to the citizens. Failing to ensure the achievement of a fit between the practices and the context in which

they are adopted ultimately leads to poor (Johnstone & Wilkinson, 2016). Managers of organization must therefore ensure that the right balance is ensured between the decisions made and the situation facing the organization. All situations in the organization can be handled identically or in the same way, but in a different way based on the circumstances.

2.3 Strategic Management Practices and Service Delivery

Managers in both public and private organizations face hurdles when making critical decisions for their respective organization since their choices are crucial in steering the organization in the right direction (Nzoka, 2017). Many factors are responsible for the challenges notably; an increase in government policies and regulations which impact on the organization`s field of operation directly, scrutiny and attacks from the media have been on the rise, stiff competition resulting from globalization among a myriad of other forces. The organization environment is one which is unpredictable, turbulent and rapidly changing. This necessitates strategy and strategic management, as techniques for positioning the organizations in their environment, both inside and outside the organization so that the organization can be advantaged in terms of competitiveness (Hrebiniak, 2013).

Strategy is described as the sum total of the decisions made actions taken over a period of time to achieve advantage in and environment that is ever changing, through the process of configuring the resources and the capabilities of the organization in order to fulfil the expectations of the stakeholders (Capon, 2008). Strategy aims at providing the organization with direction, through the development of a plan. This plan is what the organization follows, while combining the plan with opportunities (Capon, 2008).

According to Wheelen and Hunger (2012) strategic management both a science and an art for formulation, execution and evaluation of decisions that cur across functions with the aim of assisting the organization in realization of its purpose and aims. In applying strategic management, organizations deploy its internal capabilities, strengths and weaknesses with the aim of taking advantage of opportunities that exist outside the organizatio, while at the same time minimizing threats from external environment. Strategic management concerns itself with activities and choices that ultimately influence the results of the organization over a period of time. There are pre-conditions that govern the adoption of a strategic management process. To ensure efficiency of strategic management in an organization, people at all levels of the organization should actively participate through situation analysis of the environment for important data and information, through suggestion of the type of changes to effect to programs and strategies undertaken in order to benefit from the changes in the firm`s environment (Pearce, Robinson, and Mital, 2018). This should be done in close collaboration with all for continuous quality improvement of the procedures of the organization, its work methods and the techniques for evaluation.

Strategic management practices concern the art and discipline of undertaking environmental scanning, formulation, executing and evaluating cross-functional decisions that act as enablers of the organization in achievement of its aims and objects (Joyce, 2015). In adopting strategic management practices in the organization, focus is made to different areas of the organization, which include integrating of different functions and activities of the organization including the management, its marketing, financing of the organization and accounting of resource, the operations among others (Mintzberg, Lampel, & Ahlstrand, Strategy Safari, 2010).

Strategic management practices and adoption, according to Wheelen and Hunger (2012) has the basis that organizations have to align their tactics and their business strategy and overall business goals. This involves the choices an organization makes in to ensure effectiveness for short period of time whilst taking on the challenge of the operating environment, utilizing tools and undertaking activities to ensure long term prospects of the organization are addressed. Hunger and Wheelen, (2012) posits that strategic management can be of benefit to the organization if their adoption and application is undertaken to attain a match between the organization and conditions facing the organization. The benefits bring about clearer definition of objectives, provision of guidance to the whole organization on the important matters concerning the business of the organization and what the organization is doing concerning the business. Through this, the employees and managers of the organization gain proper understanding and alertness on emerging opportunities or threats in the operating environment.

Different strategic management authors and scholars classify strategic management practices into different categories. According to Pearce and Robinson (2007), six steps are involved in the strategic management process. These include formulating of organization mission and vision, undertaking situation analysis, determining the strategic objectives to be pursued, undertaking strategic analysis and choice, implementing of the strategy and lastly undertaking evaluation and control. Wheelen and Hunger, (2012) classifies them into four elements, which are scanning of the environment, formulating strategy, strategy execution, evaluation of the strategy and its control.

There is a challenge for managers of public sector organizations where there is high demand for services and high expectations to meet these demands through delivery of

services, while at the same time having less inputs and resources available for delivery of the services. Since the initiation of reforms in public service in Kenya, government ministries and departments have been under pressure to improve service delivery and customer satisfaction. Public service is the act of providing services by the government to the people who live under its influence and jurisdiction. This is done through the public sector, where the services are provided directly, or through the government providing finances for the services to be provided. Public service can also be described as the service which is provided by a local government, the civil service and any other entity that is a creation of the government (Joyce, 2015).

Service delivery can be described as those activities that are undertaken by an organization with the aim of creation of value and they include specific activities , activities to improve the economy, action to customers and any other activities undertaken within the organization to be able to add or create value to the organization transformation process such as corporate cultures, activities to improve relationship with customers, the styles of managing the organization, the leadership provided, among other activities. In Service Delivery, effectiveness is the ability to do the right thing, and this include undertaking actions that improve satisfaction of the customer like the quality of the product or service, improving the speed in provision of the goods or service, like satisfying the customer by improving the things that quality of the product or service, Effectiveness in service delivery is achieved when the results of the action lead to increase in value to the customers and consumers of the service.

According to Joyce, (2015), success of organizations depends on their ability to provide services that their customers want, and in the quality, quantity and price they want and where they want the product. Poor management has been attributed as a contributor to poor delivery of services in Kenya. The leadership and management affects the

corporate culture of the organization, which is an important ingredient influencing the quality of services offered. Engagement of employees, which is the processes and procedures adopted by the organization contributes to level and quality of services.

2.4 Empirical Studies and Knowledge Gaps

Utilization of strategic management practices and process as an enabler to improvement of results and performance of organizations in the public sector has been growing and has become important recently, drawing interest among practitioners and authors in the field of strategic management. Various empirical studies have been undertaken for exploration of the idea of utilization of strategic management practices in management of public sector organizations, for the purpose of answering the most important question, which is the creation and sustaining of competitive advantage for improvement of delivery of services. Globally, Joyce (2015) in her study noted that importance of strategic management as a tool in modernizing making of policies and modernizing of public sector organizations and government operations has grown and gained use in recent years. Regionally, Emerole and Edeoga (2016) undertook a study on how strategic management practices were being used for improvement of governance and responsiveness in delivery of services in Nigeria. The study examined the factors that prevent the use of strategic management in the government bodies during the execution of their strategy. The findings of the study showed that various factors like leadership of the organizations acted as enablers during the process of implementing the organization strategy.

In Kenya, Chacha (2018) investigated management practices adopted by particular ministries in the governmnt. This study found the importance of the strategy impelementation stage during the strategic management process in influencing delivery

of services. in a related study, Odundo (2012) in an investigation of strategic management practices in state corporations focusing on strategic planning and implementation. Nyagah (2016) observed that strategic management practices are utilized in government ministries, leading to improvement in effectiveness and efficiency in delivery of services.

Mwando and Muturi, (2016) undertook a study to explore how government ministries in Kenya utilized strategic management practices and how their utilization influenced implementation of change. The study examined the role of strategic management practices in the change process and the impact of communication process, leadership process and skills of the employees. This research established that Government of Kenya Ministries should recruit managers who are capable of analyzing the organization operating environment, formulate strategies, implement and evaluate them. These are the phases of strategic management which forms the theoretical foundation of this study. According to Nzoka (2017) in a study on the effect of strategic management practices on delivery of services in the health department of Nairobi City County, the use of strategic management practices had contributed to improved delivery of services and achievement of the goals of the department. This study recommended research in other government entities.

Reneta (2012) examined strategic management use in Nairobi City County. This research found that the organization employed strategic management in running it affairs. The study revealed the importance of involvement of employees as major stakeholders in development of the organization strategy, to enable them have understanding of the strategic direction of the entity, own the process and reduce resistance during implementation of the strategy adopted. Orangi (2015) undertook a study to determine the practices undertaken by Kisii County Government during when

developing strategic plans and implementing the plans. The study discovered that the County was using strategic management through the process of formulating its strategy and implementing the strategy developed. The government has undertaken resource allocation for implementation of the strategy.

Studies have also been undertaken concentrating on National Museums of Kenya. Manene, (2011) investigated how the participation of employees impacted employee commitment to the organization. The study did not however focus on the extend of adoption of strategic management practices in improving how services were delivered in the organization. In a related research, Borona, (2009) studied how NMK executed strategic change in the organization. The study revealed that the organization has a strategic plan, with the Chief Executive Officer and the board responsible for its execution. David (2013) undertook a research in Kitale Museum to explore the performance of the institution in delivery of its services and ability of the products it offers to meet the needs of their clients. This study concentrated on a regional entity of National Museums of Kenya and the role of stakeholders. Based on the studies reviewed, scholars and strategic management practitioners have made attempts to enable understanding of influence of strategic management practices on public sector organizations. However, no attempt had been made to understand how strategic management practices impact service delivery at NMK. Based on these observations, there is necessity for this study, which will focus on the knowledge gap which has been established.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter explores the various approaches and procedures which the study employed to bring it to a successful completion. The main highlights of the chapter include how data was collected, handled and the rationale behind it. Topics covered under this chapter are: the design of the study, methods used to collect data and the techniques utilized for analysis of the data.

3.2 Research Design

This research utilized the case study as the research design to examine the strategic management practices adopted by National Museums of Kenya and how their adoption have influenced the organization`s service delivery. A case study design according to Gerring (2004) involves detailed study of a single unit. Yin (2014) posits that a case study draws evidence from varied sources which include verbal reports, archival records, interviews, review of documents, observations or a combination of these sources. Similar studies have previously utilized this research design; these include: (Borona, 2009), (Nzoka, 2017) and (Chacha, 2018).

3.3 Data Collection

Based on the nature of this study, both primary and secondary data sources were utilized. Secondary data was sourced from publications and periodicals by the NMK, specifically program reports and strategic plan for the period 2015-2020. These were crucial in filling any gaps emanating from the primary data sources.

Primary data came from interviews with selected members of staff at NMK. The main criteria for selection of interviewees was mainly on how they are involved in the execution of strategic management processes of the organization and seniority in the organization, with members of the senior management team targeted. That formed the critical selection criteria for the subjects who participated in the study. In this research design, the experience and knowledge of the study participant are important for gathering of data which is relevant to the aims of the study. Based on this criteria, interviews were conducted among seven staff who included the director general, the director for administration and human resources, director for antiquities, sites and monuments, director for national repository and research, director for institute of primate research, head of finance (financial controller) and head of planning and strategy.

An interview guide was used during the interviews of the key informants who were selected for the activity (interview). The interview guide which was used for the interviews was structured in a way that encapsulates the four categories of strategic management process and practices which are: Scanning of the environment, formulating of strategy, the execution of the developed strategy and lastly the evaluation and control of the strategy. Based on the questions in the interview guide, all the respondents were actively involved at management level or strategic leadership provision position at the time of interview.

3.4 Data Analysis

The study data generated from the respondents from the interviews undertaken was subjected to qualitative data analysis. Content analysis technique was utilized by the researcher since this study entailed study of a single unit, and content analysis is

appropriate for such studies (Krippendorff, 2009). Data was collected during the interviews and recording undertaken in form of notes which the researcher took and recorded during the process of the interviews. After the collection, the data was coded through the identification of relevant themes, groups and categories. The researcher then evaluated the coding based on the aims of the research. Description of the themes and data patterns was then undertaken. A study report was written in prose form based on the findings.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

The aim of the chapter is to present the results of the study after the analysis of the data collected during the data collection exercise. It also presents a discussion of the results and findings from the study. The objective of the research was to determine strategic management practices adopted by National Museums of Kenya and how adoption of the practices influences service delivery at the organization. The data analyzed was obtained through interview of staff of seven National Museums of Kenya, who included the director general, the director for administration and human resources, director for antiquities, sites and monuments, director for national repository and research, director for institute of primate research, head of finance (financial controller) and head of planning and strategy. The interview was conducted along the 4 elements of strategic management process. Information regarding the Department was also gathered from secondary sources to fill gaps. The chapter presents findings from the research process and their discussion in relation to the model that guided the research as foundation and the study objective.

4.2 Environmental Scanning Practices and Service Delivery

This section of the study aimed at determining the strategic management practices adopted by National Museums of Kenya when undertaking environmental scanning and how adoption of those practices influences delivery of services by the organization. Respondents were asked on how National Museums of Kenya undertakes situation analysis on its capacity to deliver its services and why the organization undertakes it,

how environmental scanning practices influence delivery of services in National Museums of Kenya, the challenges which the organization faces when undertaking situation analysis, and how the organization overcomes them.

The study found that NMK undertakes situation analysis, using participatory methodologies, where the stakeholders of the organization are involved. The Director General remarked, "*The process we use in undertaking situation analysis is comprehensive and elaborate to ensure that the organization organization listens to all stakeholders, since the input of the stakeholders are important in management of the strategy of the organization*". During the process, the organization explores the environmental factors that influence it. It also examines the areas of strength and weakness based on the current status of the organization, while identifying the potential opportunities in the operating environment. The organization uses the SWOT analysis tool to facilitate the process. In addition, the study also found that NMK has mechanisms for receiving feedback continuously from stakeholders inside and outside the organization. The organization gathers this data about its market, and how it affects operations.

The study examined how environmental scanning practices influence delivery of services at the organization. The interviewees indicated that the consultative process enabled the organization in identification of the strengths, the existing weaknesses, the available opportunities and the threats that have the ability to impact the organization. Identification of these factors enabled the organization to be aware of enablers and challenges in implementation of its strategy, and delivery of its services. The process enables collection of important data and information for use in improving the delivery of the services by the organization and improvement of the operations of the organization.

The process of undertaking situation analysis is significant to the organization. The director for antiquities, sites and monuments remarked, "*Undertaking situation analysis gave allowance and opportunity to us as organization to build consensus among our key stakeholders*". The process enables the organization to build commitment among the employees, who are the key drivers in implementation of the developed strategy, and delivery of services which the organization offers. Adoption of these practices has found to positively impact delivery of services.

Periodic collection of data in the organization facilitates performance measurement. Data collected is used for measuring aspects of service delivery by the organization. It is also used as evidence for decision making, through understanding of what is happening in the target market. By understanding the demands of the clients, NMK uses this information for improvement of quality of services. This includes the improvement of the relationship between the organization and the customers, and other stakeholders. The management of the organization also uses this information for improvement of its ability to handle happenings in the environment which is outside of the organization, including how to make services available. Problems related to delivery of services are identified and decisions made on how to make corrective measures which ultimately impacts delivery of services.

On challenges the organization faces when undertaking situation analysis, the interviewees stated that availability of resources for facilitating the process was the main challenge. Decreasing funding from the government and partner organizations was the reason given for reduced funding for this activity. The bureaucratic processes like consultation with the board of directors and the parent ministry before making decision were cited as a challenge. To overcome the challenges, the organization has

been pursing partnerships with organizations for resource mobilization reasons. The organization also undertakes lobbying for increased funding by the government.

4.3 Strategy Formulation Practices and Service Delivery

In this section, the study aimed at determining the strategic management practices adopted by National Museums of Kenya when undertaking strategy formulation and how adoption of these practices influences delivery of services. The study respondents were asked question on how formulation or revision of the organization's mission and vision is undertaken, how formulation of the organization's strategic objectives and plans is undertaken, how stakeholders of National Museums of Kenya participate in formulation of the organization's strategy and why, how strategy is communicated in the organization, how adoption of strategy formulation practices has influenced service delivery at NMK, the challenges the organization has faced when developing strategies and plans for the organization, and how the organization overcomes them.

The study found that National Museums of Kenya has written statements as vision and mission. The organization vision is "To be a global leader in heritage research and management", while the mission statement, which is a description of the purpose of the organization is "To sustainably manage national heritage resources through innovative research and knowledge sharing for the benefit of humanity". The study found that through the involvement of the stakeholders, and utilizing the consultative approach, the organization was able to understand where it was in relation to its mandate. The organization was able to understand why it exists. It then described where it wanted to be, which is a description of the ideal place for the organization. The organization then developed the statements which best depicted and suited the organization.

The respondents were asked on how formulation of the organization's objectives and plans is undertaken. The study found that development of the objectives is undertaken

with the board and the office of Director General (DG), who is the Chief Executive Officer (CEO) of this organization providing the necessary leadership. The DG leads the senior management teams which includes heads of different departments. The management team is responsible for provision of leadership in development of the objectives.

During the formulation of strategy, various stakeholders are involved. The DG is the business owner of the strategy of the organization. The Director General has responsibility and is accountable to the board of directors. The DG oversees the day to day management of the organization, with assistance from directors who oversee the directorates, the department managers and the heads of sections. During the interview, the the DG said, "*I provide strategic leadership during strategy formulation process. Once the document is prepared, I present it to the board for approval*". The NMK is a state corporation, and matters of governance in the organization are conferred on the Board of Directors (BoD). The board approves allocation of resources for the purpose of formulating the strategy formulation activities.

The organization senior management team is also involved. Membership in this organ of the organization include the director general, head of finance department, head of internal audit, director in the institute of primate research, director for the department of antiquities and monuments, director for department of national repository and research and director for department of human resource and administration. The senior management team is involved in management of resources required for formulation of strategy. The interviewees cited some resources which are required for this process. The senior management team is involved in hiring of consultants for facilitating the process, and providing external outlook in terms of the process. The team prepares budget for the process, which is approved by the board. Facilities for use during the

process are also provided by this team. The team is also tasked with communication of the process in the entire organization, and ensuring that all the employees of the organization participates in the process. It also ensures that all relevant government departments and other stakeholders participate. This is undertaken to ensure there is buy in, and input from these stakeholders.

The organization has a planning and strategy department. During the interview, the head of planning and strategy said, "*My department is charged with the responsibility of championing and leading in the planning activities in consultation with senior management team where I am a member. My department provides technical expertise during formulation of strategy and development of annual plans. During the strategic planning process, the department also plays the role of secretariat, responsible for ensuring there is order in the way the process is undertaken*".

The study explored how adoption of strategy formulation practices influence service delivery at NMK. The study established that by developing mission and vision statements, the organization is able to provide a description of its purpose. This acts as a description of success and motivation for those engaged by the organization to strive to deliver the aspirations of the organization. Through this, services of the organization are availed, and available, as a result of this focus.

Communication of strategy is done in the entire organization. The study found that after strategy is developed, the board of the organization approves it. The strategy is then communicated to all employees of the organization. The office of the director general is tasked with sensitization of the staff of the organization. The organization uses different medium of communication, which included employee meetings, circulars, email and organization website among others. Hard Copies of the plans are also availed

in different offices. The heads of different departments have the responsibility of ensuring communication of strategy and plans to employees in their departments.

On the challenges the organization faces when developing strategies and plans for the organization, the research established that the activity of formulating strategy faced challenges based on the responses of the interviewees. Like any process leading to change in any organization, the process is met by resistance by some employees, who despite being involved in the process, feel change is targeting them and their positions. The interviewees pointed that funding for the process is also another challenge. Conducting consultative process and ensuring the engagement of all key stakeholders requires funding, which is not always available. The organization engages in different resource mobilization activities to facilitate this process.

4.4 Strategy Implementation Practices and Service Delivery

This section of the research was intended to determine the strategic management practices which National Museums of Kenya adoppted and how adoption of these practices influences service delivery. The study respondents were asked on how implementation of the organization strategy is undertaken, how human resource management contributes to implementation of selected organization strategies, how adoption of strategy implementation practices influences delivery of services by NMK, the challenges the organization faces when implementing strategies and plans for the organization and how it overcomes them.

The study examined how implementation of the organization is undertaken. The findings were that the organization has a team that leads in execution of the strategy that is developed. This team leads in the management of the implementation process of the developed strategy. Among the tasks is the communication of the developed strategy to all the employees of the organization, and other relevant stakeholders, who

include the parent ministry and other government departments. Meetings were found to be useful platforms used by the organization for communication of the strategy.

The research found that the leadership and senior team sets objectives and targets to facilitate strategy execution. The head of finance remarked, *"Each department required to set departmental objectives and target. From these, employees then set personal objectives. Review of achievement against set standards is undertaken as part of human resource activities and monitoring and evaluation activities of the organization"*.

The interviewees indicated that during strategy implementation, NMK makes available resources which are required. These include financial and human resources among others. The organization undertakes activities to improve its capacity for implementation of strategy, including training.

Implementation of strategy occurs in stages. Each year, as required by the government, annual workplans are developed. These annual workplans are one cycle or a segment in the implementation framework of the approved plan. The resources required are quantified in these workplans, for each specific year. During the implementation, the organization promotes partnerships and collaboration with different actors for improvement of the process. The study found other drivers for strategy implementation which included utilization of technology, having proper and supportive organization structure and creation of enabling environment.

The study examined how human resource management contributes to implementation of selected organization strategy. The study found that the organization engages on practices that are strategic and facilitative to execution of the organization strategy. The organization has a human resource plan for enabling handling of human resources in the organization. The organization has a human resource and administration

department. The department is responsible for ensuring ensure alignment of the human resource activities with the organization business goals. The department is tasked with ensuring the organization has the required human resources for implementation of the selected strategy. This is undertaken through strategic recruitment, strategic training and employee development, strategic reward and compensation based on availability of resources and strategic performance management.

Organizational culture is key for implementation of strategy. Human resource management is responsible for promoting and maintaining appropriate organizational culture that is supporting for implementation of strategy and fulfillment of the goals of the organization. Human resource is also responsible for evaluating employee performance to ensure that targets and goals are met.

On challenges the organization faces when implementing strategies, the study found many challenges that NMK faces in implementing its strategy. Resistance to change by employees was cited as a challenge. Interviewees were of the opinion that the organization has seen reduction in number of visitors in some sites and compared to previous years. Inadequate resources for implementation of plans was observed to be another big challenge. This was attributed to the over reliance on funding from the government and donors, which has been observed to be reducing, due to insufficient allocation of funds. Being a public organization, NMK faces influence from government and other forces which are political in nature. All these challenges have impact on delivery of services. On the influence of adoption of strategy implementation practices on service delivery, the study interviewees opined that adoption of strategy implementation practices had led to improvement of services in the organization.

4.5 Strategy Evaluation, Control Practices and Service Delivery

This part of the research intended to determine the strategic management practices adopted by National Museums of Kenya during strategy evaluation and control and how adoption of the practices influences service delivery by the organization. Respondents were asked on how evaluation is undertaken in the organization, how adoption of strategy evaluation and control practices influence delivery of services by the organization, the challenges faced during evaluation, and how the organization overcomes them.

The study found that NMK undertakes strategy monitoring and evaluation during strategy execution. The organization has a department for planning and strategy, which leads the process of monitoring. The organization senior management team, headed by the DG is responsible for ensuring achievement of strategy goals and data generated by the department of planning and strategy aids in measuring performance. The study found the organization has embraced technology which aids in management of data for monitoring and evaltioation.

The respondents were asked on how the organization undertakes performance evaluation of different aspects in application of strategic management process. In evaluation of strategies employed, the organization undertakes assessments against set performance indicators and review of achievements. Data from the review informs the review and development of policies to guide the organization. In review of performance of human resources, the study found that the department of human resource and administration conducts annual performance appraisals.

Performance evaluation and control of financial resources is undertaken regularly. The study found that the internal audit department of the organization undertakes periodic assessments to give opinion to the director general on different financial management

issues. Reports of this department are used for improvement of processes. The department of finance is responsible for ensuring day to day adherence and compliance to finance regulations in the organization. This department is also tasked with ensuring measures for collection of data and information for monitoring purpose. It also ensures availability of technology for collection of this data and information. The study found that the national governments, through the office of Auditor General, conducts audits each year, and the findings are shared with the organization.

The study revealed several challenges which the organization faces in undertaking strategy evaluation and control practices. Limitation of funds to undertake was pointed to be a major challenge. Technical capacity was noted as a challenge, though low levels of understanding of project indicators, quality of reports, and staffing levels in the organization.

The study found out that evaluation and control practices had influenced the delivery of services by the organization. Data collected is used to gauge employee and customer satisfaction. By failure to consistently collect enough data and information on implementation of strategy implementation, the organization was found to be unable to measure adequately progress in attaining the mission, vision and objectives of the organization. This contributed to challenges in delivery of services.

4.6 Discussion of Findings

The research found that National Museums of Kenya undertakes environmental scanning, and this has influenced how the organization delivers its services. Through this, the organization is able to ascertain and determine factors in the organization environment which can aid in delivery of its services. The environmental conditions and organization faces have been shown to have influence on the effectiveness of the organization (Walker, 2013). Before an organization can formulate and implement

strategy, it must understand its environment. This understanding can be achieved by scanning the internal environment for weaknesses and strengths, and outside the organization for identification of opportunities and threats (Wheelen & Hunger, 2012). Information on strategic factors which is gathered through this way is disseminated to key stakeholders in the organization.

In terms of influence, adoption of environmental scanning practices has enabled NMK improve its service provision. Information gathered on strategic factors has enabled the organization to plan for and deliver services which meet the needs of the people. Being a public organization, the organization faces challenge of high expectations and forces from the people and politicians, who have varied demands.

The study found that during strategy formulation, the vision and mission are not frequently reviewed, with the review undertaken when the current strategic plan was being developed. The findings are in concurrence with the conclusion of Manene (2011) that state corporations did not frequently review their mission and vision. Organization undertake reexamination of their current mission and objectives as part of strategy formulation process. According to Wheelen & Hunger, (2012), performance problems can be contributed by adoption of inappropriate mission. As the case with any mission statement in an organization, it should be a unifying factor. The study findings showed little influence of the two statements on the operational aspects of the organization. It was established that there is moderate reference to these two statements in the day to day activities of the organization.

The organization was found to have policy objectives which guide the business, with a structure to aid implementation. The findings supports Joyce, (2015) who established that policy direction is key in public entities when developing long term objectives and support for implementation of strategy. Aboramadan (2016) observed reliance on team

approach in strategy formulation, in all levels of the organization, which the findings of this study revealed. The policy documents were found to influence the business of the organization.

The study revealed that the organization has organized structure, with varied stakeholders involved in the process of strategy implementation. Respondents concurred that the organization does not make decisions all the time based on the strategic plan or the annual work-plans. A similar study by Chacha (2018) revealed that for strategy implementation to be successul in a state corporation, these are assesntial factors which should be in place. These factors are organization, culture,human resources, control systems and tools.

The study found out that the organization lacks enough personnel to undertake processes involved in implementation of the organization's strategy. Respondents pointed out that employees are not compensated well, among other human resource issues. This was found to affect motivation of the employees, which affects their performance. The organization is also understaffed. This has impact on the services delivered in the organization.

The research results showed that the organization undertakes strategy evaluation and control. Orony (2016) found that the proceess of strategy evaluation and control include monitoring of actual performance, comparing with desired performance and taking corrective action. The study findings indicate that the organization undertakes these processes. The findings however revealed that the organization faces the challenge in undertaking control function, contributed in inability by the program system to enable collection of qualitative data. Strategy implementation depends on how much it invests in motivation of the employees, which was found to be a challege in the organization.

Interviewees were asked, based on their experience and opinion on whether adoption of strategic management practices in all levels had influence on delivery of services. The vision and mission were found to have reasonable influence while the values were reported to positively contribute to the business of the organization, by their inspiration to the workforce. The organization uses participatory methodologies in engagement of stakeholders. The participatory approaches are a source of motivation to both the employees and stakeholders outside of the organization. They are also a medium for capacity building, by empowering staff to deliver services, leading to improved performance. By use of participatory methodologies, the organization is able to involve many stakeholders, which is in agreement with Harrison, Freeman, and Abreu (2015) who presented a case on stakeholder involvement in the strategic management process of an organization. Strategy implementation practices were found to have great effect on service delivery.

4.7 Chapter Summary

The chapter aimed at presenting the results and findings of the research and their discussion. The research findings revealed that NMK adopted strategic management practices during environmental scanning, strategy formulation, strategy implementation and strategy evaluation. All these were found to be a determinant in the way the organization undertook its mandate of delivering services.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The chapter presents the summary of the research based on the findings, the conclusions and recommendations. This chapter discusses the limitations of the study encountered during the research process. Lastly, the chapter and provides areas where research can be undertaken in future studies.

5.2 Summary of Findings

This study was undertaken in relation to the study objective which was principally to determine influence of strategic management practices on service delivery by National Museums of Kenya. The specific objectives were to determine strategic management practices adopted by the National Museums of Kenya and to establish how strategic management practices influence service delivery at the National Museums of Kenya. This research utilized a case study design and it was carried out in National Museums of Kenya, with interview guide used to solicit data on the four elements of strategic management process and service delivery. This study utilized data from primary sources and secondary sources. Collection of primary data was undertaken by having face to face interviews that were conducted by the researcher. The respondents for the study were seven senior managers of the organization involved in implementation of strategy. Data was recorded in form of notes during the interview process which was undertaken by the researcher. Content analysis was the method used to analyze the data which was collected during the research process. .

In determination of strategic management practices adopted by the National Museums of Kenya, the findings indicate that NMK uses strategic management practices in pursuit of its mandate, which is provision of museums and heritage services for consumption by its customers. It is responsible for museums and heritage policy, where it formulates, implements and evaluates museums and heritage policies and plans, while performing financing functions, coordination function and implementation of activities related to its mandate in the Country. The study found that the organization is tasked with management of museums and all items with heritage value, all aimed at contributing to national development.

The organization undertakes situation analysis, using participatory methodologies, where the stakeholders of the organization are involved. Through this practice, the organization explores the environmental factors that influence it both internally and externally. The study found that the organization has mechanisms for receiving feedback continuously from stakeholders inside and outside the organization.

In undertaking strategy formulation, the organization has written statements as vision and mission which act as a guide to the stakeholders of the organization. In undertaking strategy formulation, the board of NMK and senior management team provides leadership. Various stakeholders are also involved in the process.

During strategy implementation, the organization has a team that leads the process. This team includes strategy champions in all sections of the organization. The task for these champions include among other things the communication of matters related to the strategy to all the employees of the organization, who are key in implementing the developed strategy. The leadership and senior team sets objectives and targets to facilitate strategy execution, which occurs in stages through workplans which are developed each year. The organization has a planning and strategy department that is

responsible for provision of technical services during execution of the organization strategy. Human resource management was a major factor during implementation of the strategy, together with mobilization of resources to aid adoption of these practices.

Concerning strategy evaluation and control practices, NMK undertakes strategy monitoring and evaluation during strategy execution. The organization has a department for planning and strategy, which leads the process of monitoring. The organization senior management team is responsible for ensuring achievement of strategy goals and data generated by the department of planning and strategy aids in measuring performance. The organization undertakes assessments against set performance indicators and review of achievements. Data from the review informs the review and development of policies to guide the organization and for use in continuous improvement of quality of products of the orgaization. In review of performance of human resources, the study found that the department of human resource and administration conducts annual performance appraisals. Performance evaluation and control of financial resources is undertaken regularly.

In determination of how strategic management practices influence service delivery at the National Museums of Kenya, the study findings established that environmental scanning practices enabled the organization to identify strengths, the existing weaknesses, the available opportunities and the threats that have the ability to impact the organization. Identification of these factors enabled the organization to be aware of enablers and challenges in implementation of its strategy, and delivery of its services. Involvement of employees was an important factor in building commitment among employees. All these environmental scanning practices positively influenced delivery of services. The study found that through the involvement of the stakeholders, and

utilizing the consultative approach, the organization was able to understand where it was in relation to its mandate.

The study findings showed how adoption of strategy formulation practices influence service delivery at NMK. Development of mission and vision statements enabled the organization to be able to provide a description of its purpose. This acts as a description of success and motivation for those engaged by the organization to strive to deliver the aspirations of the organization. Through this, services of the organization are availed, and available, as a result of this focus.

In utilization of the strategic management practices, the findings showed the organization faced different challenges. Availability of resources for facilitating the processes was the main challenge. Decreasing funding from the government and partner organizations was the reason given for reduced funding for different activities. The bureaucratic processes like consultation with the board of directors and the parent ministry before making decision were cited as a challenge. The study findings also revealed other challenges as resistance to change by employees, reduction in number of visitors in some sites and compared to previous years and influence from government and other forces which are political in nature.

On the influence of adoption of strategy implementation practices on service delivery, the research findings revealed that adoption of strategy implementation practices had led to improvement of services in the organization. The study findings showed that evaluation and control practices had influenced the delivery of services by the organization. Data collected is used to gauge employee and customer satisfaction. By failure to consistently collect enough data and information on implementation of strategy implementation, the organization was found to be unable to measure adequately progress in attaining the mission, vision and objectives of the organization.

This contributed to challenges in delivery of services. The study established that adoption of strategic management practices had positive influence on service delivery.

5.3 Conclusion

The study concludes thus: that in the process of pursuing its mandate and application of strategic management process, National Museums of Kenya adopts different strategic management practices. These practices are categorized in four elements which include situation analysis, formulation of strategy, strategy implementation, strategy evaluation and control. These practices have in turn influenced the delivery of its services to customers, which are provision of heritage and monument services for customers.

Adoption of strategic management practices has contributed to and affects service delivery of this public sector organization. The study found out many challenges and gaps which impacts the process and quality of service delivery. The major challenge was funding, among the resource requirements for implementation of strategy. Inadequate resources have let to compromise of accessibility and availability of services.

5.4 Recommendations

The study makes the following recommendations: Provision of adequate resources for programs and activities undertaken by the organization to enable effective implementation. Funding should be increased for improvement of quality of strategic management practices, which would ultimately impact delivery of services. to address the challenge of funding, the organization should intensify its efforts to lobby for additional funding from the government.

The organization should endeavor to build the capacity of its employees in undertaking their duties. Continuous professional development is recommended. The organization should undertake training needs assessment to comprehensively determine capacity gaps. This should be followed by proper plan to address the gaps.

5.5 Limitations of the Study

This research was undertaken in relation to the objective which was to determine strategic management practices adopted by the National Museums of Kenya and how adoption of the practices influences service delivery at the organization. The study satisfactorily achieved its objectives. Several challenges were encountered in during the process of undertaking the research. The researcher notes that these challenges did not necessarily impact the quality of study data or the findings.

The researcher used own resources to conduct the research process, including data collection and analysis. The study faced limitation in financial resources. The study was conducted without external funding. Information gathering from government offices is not usually easy, due to secrecy observed by officers. The researcher mitigated this through seeking authorization by the organization to undertake data collection.

5.6 Suggestions for Further Research

Based on the findings of the research, the study proposes the following for further research: The study focused adoption of strategic management practices and service delivery at National Museums of Kenya. Future research can be undertaken in another organization involved in management of heritage and monuments in another country. It can also be undertaken in another state corporation involved in service delivery, for comparison of findings.

The study focused on qualitative aspects in terms of adoption research can be carried out, with quantitative measurements. This research investigated the four elements in strategic management process. Future research can investigate the relationship between these four elements and other aspects of the organization like leadership and governance.

REFERENCES

Aboramadan, M. (2016). Strategic Management Practices as a Key Determinant of Superior Non-Governmental Organizations Performance. *Problems of Management in the 21st Century, 11*(2), 71-92.

Adeoye, O. A., & Elegunde, A. F. (2012). Impacts of External Business Environment on Organisational Performance in the Food in Nigeria. *British Journal of Arts and Social Sciences, Vol.6 No.2 (2012*, 194 - 201.

Arora, K. C. (2004). *Production and Operations Management.* Firewall Media.

Asoka , R. R. (2012). *Strategic Management Practices in the City Council of Nairobi.* Nairobi: Unpublished MBA Project. University of Nairobi.

Awino, Z. B. (2016, September 29). Lecture notes on Strategy Implementation.

Borona, G. K. (2009). *Strategic Change Management at the National Museums of Kenya.* Nairobi: Unpublished MBA Project.

Business Dictionary. (2019). *Service*. Retrieved December 5, 2019, from Business Dictionary: http://www.businessdictionary.com/definition/service.html

Cambridge University. (2019, July 18th). *Cambridge Online Dictionary*. Retrieved from Cambridge Dictionary: https://dictionary.cambridge.org/dictionary/english/service-delivery

Capon, C. (2008). *Understanding Strategic Management.* Prentice Hall.

Chacha, P. (2018). *Management Practices and Implementation of Strategic Change in Selected Government Ministries in Kenya.* Nairobi: Kenyatta University.

David, M. W. (2013). *Facility Utilization and Challenges Faced in Satisfying Customer Needs: A Case Study of Kitale Museum, Kenya.* Unpublished Masters Degree Thesis, Moi University.

Deisser, A. M., & Njuguna, M. (2016). *Conservation of Natural and Cultural Heritage in Kenya: A cross- disciplinary approach.* London: UCL Press University College London.

Emerole, G., & Edeoga , G. I. (2016). Review of the Adoption of Strategic Management Practices in Abia State Local Government Area. *Developing Country Studies, VI*(6), 94-98. Retrieved October 3, 2017

Ganguli, S. P. (1979). *Principles and Practice of Management.* Calcutta: Chatterjee PublishingConcern.

Government of the Republic of Kenya. (2013). *Sector Plan for Public Sector Reforms 2013-2017.* Nairobi: Government of the Republic of Kenya.

Hill, C. W., Gareth, J. R., & Melissa, S. A. (2014). *Strategic management theory: An integrated approach.* Cengage Learning.

Hitt, M. A., Hoskisson, R. E., & Ireland, D. R. (2012). *Strategic Management Cases: Competitiveness and Globalization.* Cengage Learning.

Hrebiniak, L. G. (2013). *Making Strategy Work: Leading Effective Execution and Change.* Upper Saddle River: Pearson Education.

Hunger, D. J., & Wheelen, T. L. (2003). *Essentials of Strategic Management.* Prentice Hall.

Johnstone, S., & Wilkinson, A. (2016). Contingency theory'. *An Encyclopedia of Human Resource Management*, 72-73.

Joyce, P. (2015). *Strategic Management in the Public Sector.* London and New York: Routledge: Taylor & Francis Group.

Kreitner, R. (1992). *Management.* Houghton Mifflin .

Krippendorff, K. (2009). *The Content Analysis Reader.* SAGE.

Leslie , R. W., & Byars, L. L. (2005). *Management: Skills and Application* (11th ed.). McGraw-Hill/Irwin.

Manene, P. K. (2011). *The Effect of Employee Participation on Organizational Commitment in State Corporations in Kenya: A Case of National Museums of Kenya.* Nairobi: Unpublished Masters Degree Research project, Kenyatta University.

Mintzberg, H. (1994). *Rise and Fall of Strategic Planning.* Simon and Schuster.

Mintzberg, H., Ahlstrand , B., & Lampel, J. (2009). *Strategy Safari: Your Complete Guide Through the Wilds of Strategic Management* (2nd ed.). New York: The Free Press.

Mintzberg, H., Lampel, J., & Ahlstrand, B. (2010). *Strategy Safari.* Simon & Schuster.

Mwando , E. K., & Muturi, W. M. (2016, April -June). Strategic Management Practices in the Government of Kenya Ministries and Their Role on Change Implementation. *International Journal of Recent Research in Commerce Economics and Management (IJRRCEM), III*(2), 72-84). Retrieved July 7, 2019

Nartisa, I., Putans, R., & Muravska, T. (2012). Strategic Planning and Management in Public and Private Sector Organizations in Europe. *European Integration Studies*(6), 240-248.

National Museums and Heritage Act Cap 216. (2006). *National Museums and Heritage Act.*

National Museums of Kenya. (2019, July 29). *About us*. Retrieved July 29, 2019, from National Museums of Kenya: https://www.museums.or.ke/9-2/

Nyagah, J. M. (2016). *Strategic Change Management Practices Adopted by the National Government Administration Department in Kenya.* Nairobi: University of Nairobi.

Nzoka, S. M. (2017). *Strategic Management Practices Adoption and Service Delivery by the Health Department of Nairobi City County, Kenya.* Nairobi: University of Nairobi.

Odundo, E. O. (2012). *Environmental Context, Implementation of Strategic Plans and Performance of State Corporations in Kenya.* Nairobi: University of Nairobi.

Orangi, J. (2015, June). Strategic Planning and Implementation Practices at the Kisii County Government in Kenya. *International Journal of Economics, Commerce and Management, III*(6), 715-731. Retrieved August 22, 2019

Orony, O. G. (2016). *Strategic Management Practices and Performance of Nationa Irrigation Board of Kenya.* Nairobi: Unpublished MBA Project. University of Nairobi.

Pearce , J. A., Robinson, R. B., & Mital, A. (2018). *Strategic Management: Planning for Domestic and Global Competition.* McGraw-Hill Education.

Pearce, J. A., & Robinson, R. B. (2007). *Strategic Management: Formulation, Implementation, and Control* (10th ed.). McGraw-Hill/Irwin.

Penchansky, R., & Thomas, J. W. (1981). The concept of access: definition and relationship to consumer satisfaction. *Medical care*, 127-140. Retrieved August 5th, 2019

Rani , L. D., & Merga , F. A. (2016). Adoption of Strategic Management in Medium and Large Manufacturing Companies in Ethiopia. *International Journal of African and Asian Studies, Vol.20*, 57-64.

Rebentisch, E., & Prusak, L. (2017). *Integrating Program Management and Systems Engineering: Methods, Tools, and Organizational Systems for Improving Performance.* John Wiley & Sons.

Reneta, R. (2012). *Strategic Management Practices in the City Council of Nairobi.* Nairobi: Unpublished MBA Project. University of Nairobi.

Supriadi, L. S., & Pheng, L. S. (2017). *Business Continuity Management in Construction.* Springer.

The Constitution of Kenya. (2010, August 27). Kenya. Retrieved July 23, 2019, from http://www.kenyalaw.org/lex/actview.xql?actid=Const2010

Vito, R. E. (2016). *Leadership Practice, Organizational Culture and New Managerialism: Strengths, Challenges, Variations andContradictions in Three Children's Service Agencies.* Wilfrid Laurier University . Wilfrid Laurier University.

Wafula, B. (2015). *Strategic Management Practices adopted by the Architectural Association of Kenya.* Nairobi: Unpublished MBA Project. University of Nairobi.

Wheelen, T. L., & Hunger, D. J. (2012). *Strategic Management and Business Policy: Toward Global Sustainability* (13th ed.). Prentice Hall.

Wirtz, J., & Lovelock, C. (2016). *Services Marketing: People, Technology, Strategy* (8th ed.). World Scientific Publishing Company.

APPENDICES

APPENDIX I: INTERVIEW GUIDE

INFLUENCE OF STRATEGIC MANAGEMENT PRACTICES ON SERVICE DELIVERY BY NATIONAL MUSEUMS OF KENYA

Part A: General Information

Date of Interview: _____

Name: _____

Job title _____

Part B: Strategic Management Practices

Environmental Scanning Practices

1. How does National Museums of Kenya undertake situation analysis on its capacity to deliver its services? (Strengths, weaknesses, opportunities and threats), and why?
2. How do environmental scanning practices influence delivery of services in your organization?
3. What challenges do you face when undertaking situation analysis, and how do you overcome them?

Strategy Formulation Practices

1. How is formulation or revision of the organization's mission and vision undertaken?
2. How is formulation of the organization's strategic objectives and plans undertaken?
3. How do stakeholders of National Museums of Kenya participate in formulation of the organization's strategy, and why?

4. How do adoption of strategy formulation practices influence service delivery in your organization?
5. How is strategy communicated in the organization?
6. What are the challenges you face when developing strategies and plans for the organization, and how do you overcome them?

Strategy Implementation Practices
1. How is implementation of the organization strategy undertaken?
2. How does human resource management contribute to implementation of selected organization strategies?
3. How do adoption of strategy implementation practices influence delivery of services by your organization?
4. What are the challenges you face when implementing strategies and plans for the organization, and how do you overcome them?

Evaluation and Control Practices
1. How is monitoring and evaluation of the organization strategic plan undertaken?
2. How do you undertake performance evaluation of the following in the Organization:
   a. Mission
   b. Objectives
   c. Strategies
   d. Policies
   e. Human resources
   f. Financial resources

3. How do adoption of strategy evaluation and control practices influence delivery of services by your organization?
4. What are the challenges you face when evaluating strategies and plans for the organization, and how do you overcome them?

APPENDIX II: RESEARCHER'S APPLICATION TO UNDERTAKE DATA COLLECTION

UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS

Telephone: 020-8095398
Telegrams: "Varsity", Nairobi
Telex: 22095 Varsities

Tel: 020 8095398
Nairobi, Kenya

DATE: 30ᵀᴴ October 2019

TO WHOM IT MAY CONCERN

The bearer of this letter Diana Chelangat Mitei of Registration Number D61/5304/2017 is a Master of Business Administration (MBA) student of the University of Nairobi.

He/she is required to submit as part of his/her coursework assessment a research project report

We would, therefore, appreciate if you assist him/her by allowing him/her to collect data within your organization for the research.

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

Thank you.

for PROF. JAMES NJIHIA
DEAN, SCHOOL OF BUSINESS

iii

APPENDIX III: APPLICATION TO UNDERTAKE DATA COLLECTION

Mitei Diana Chelang'at,
P. O. Box 99,
Kapkatet.

30th October 2019

The Director Administration and Human Resources,
National Museums of Kenya,
P.O Box 40658-00100,
Nairobi.

Dear Sir/Madam,

RE: RESEARCH DATA COLLECTION

I am a student at University of Nairobi undertaking studies for a Master of Business Administration (MBA) Degree in Strategic Management. As per the degree program requirements, I am undertaking a research study titled, "Influence of Strategic Management Practices on Service Delivery by National Museums of Kenya"

This study has a case study design, and your organization was selected as the case. Am writing this to request your authorization and assistance to undertake data collection, which will be through face to face interviews which I will conduct. The study targets members of management team who are involved in strategic management activities of the organization. An interview guide will be used for data collection. The data and information collected will be used strictly for academic purposes and will be treated with utmost confidentiality. Your assistance will be highly appreciated. Attached find letter of introduction from the University of Nairobi and the study interview guide.

Yours Sincerely,

Mitei Diana Chelang'at

APPENDIX IV: STUDY AUTHORIZATION BY NMK

NATIONAL MUSEUMS OF KENYA

WHERE HERITAGE LIVES ON

Ref: NMK/HRD/ADM/436

30th October, 2019

Diana Chelang'at Mitei,
P.O. Box 99,
KAPKATET.

Dear Ms. Mitei,

RE: REQUEST FOR PERMISSION TO COLLECT RESEARCH DATA

We refer to your letter of 30th October, 2019 on the aforementioned subject.

This is to inform you that you have been granted permission to collect research data at National Museums of Kenya on "Influence of Strategic Management Practices on Service Delivery by National Museums of Kenya".

Please note that while conducting the research you will be expected to observe all organizational policies relating to information management.

Yours sincerely,

Stanvas Ongalo,
Director Administration and Human Resources

APPENDIX V: PLAGIARISM REPORT