

**THE INFLUENCE OF STRATEGY IMPLEMENTATION ON
PERFORMANCE OF LAW FIRMS IN NAIROBI CITY COUNTY**


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DECLARATION

I declare that this research project is my original work and has not been presented for a degree in any other university for purposes of examination.

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This research project has been presented for examination with my approval as the University supervisor.

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DEDICATION

This project is devoted to my family for instilling in me virtues of hard work and discipline.

TABLE OF CONTENTS

ACKNOWLEDGEMENT.....	iii
DEDICATION.....	iv
LIST OF TABLES	viii
LIST OF FIGURES	ix
ABBREVIATIONS AND ACRONYMS.....	x
ABSTRACT	xi
CHAPTER ONE: INTRODUCTION	1
1.1 Background to the Study	1
1.1.1 Strategy Implementation	3
1.1.2 Firm Performance.....	4
1.1.3 Law Firms in Nairobi City County	5
1.2 Research Problem	6
1.3 Research Objective	9
1.4 Value of the Study	9
CHAPTER TWO: LITERATURE REVIEW.....	11
2.1 Introduction	11
2.2 Theoretical Perspective.....	11
2.2.1 Institutional Theory	11
2.2.2 Resource Based View Theory	12
2.3 Strategy Implementation Success Factors	13
2.4 Strategy Implementation and Organizational Performance.....	18
2.5 Empirical Studies and Knowledge Gaps	19

CHAPTER THREE: RESEARCH METHODOLOGY	22
3.1 Introduction	22
3.2 Research Design	22
3.3 Population of the Study	23
3.4 Sampling Design.....	23
3.5 Data Collection	24
3.6 Data Analysis.....	24
CHAPTER FOUR: DATA ANALYSIS, INTERPRETATION AND	
DISCUSSION	25
4.1 Introduction	25
4.2 Response Rate.....	25
4.3. General Information	26
4.3.1 Years Law firm ² Institution ² Have ² Been ² in ² Operation ²	26
4.3.2 Number of Employees.....	27
4.3.4 Law firm Ownership	27
4.3.3 Law Firm Legal Formation	28
4.4 Strategic Implementation Success Factors.....	29
4.4.1 Top Management.....	29
4.4.2 Organization Communication	31
4.4.3 Challenges Hindering Implementation of Plans Process among Law Firms ³³	
4.5 Strategic Implementation and the Performance.....	34
4.6 Discussion of Findings	36
CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS	
.....	39

5.2 Summary of the Study	39
5.3 Conclusion	40
5.4 Recommendations	41
5.5 Limitations of the Study	42
5.6 Suggestion for Further Studies	42
REFERENCES.....	43
APPENDICES	47
Appendix I: Questionnaire.....	47
Appendix II: List of Law Firms in Nairobi County.....	51

LIST OF TABLES

Table 4.1: Response Rate.....	25
Table 4.2: SME Legal Formation	29
Table 4.3: Top Management	30
Table 4.4: Organization Communication.....	32
Table 4.5: New Product Development Capability	35

LIST OF FIGURES

Figure 4.1: Years Law firm Institution Have Been in Operation.....	26
Figure 4.2: Number of Employees.....	27
Figure 4.3: Law firm Ownership	28
Figure 4.4: Challenges Hindering Implementation of Plans Process among Law Firms	34

ABBREVIATIONS AND ACRONYMS

CEOs: Chief executive officers

CIC: Co-operative Insurance Company Ltd

RBV: Resource Based View

SPSS: Statistical Package for the Social Sciences

ABSTRACT

Once a strategy has been formulated, it's imperative that it should be properly implemented for the outcomes of such a strategy to be replicated to the entire organization. Strategy implementation relationship should be linear to that of strategy formulation such that as soon as a strategy is formulated within the firm, it should move to the stage of implementation and appropriate resources allocated to ensure success of the process. The target of this examination was to build up the impact of system usage on execution of law offices in Nairobi City County. This investigation was established on two theories; institutional theory and Resource Based View theory. The design of the research that was adopted in this study was descriptive cross sectional research design. The target population of this study was 257 law firms that are located and operate within Nairobi City County as at the year of 2019. The research adopted a purposive sampling technique to sample 77 law firms which represented 30% of the total target population. The study used questionnaire containing both open and closed ended questions to gather data. The data gathered was first analyzed using descriptive statistics. Descriptive analyses was conducted to provide the mean and standard deviation. The study concludes that strategy implementation contributes to low staff turnover rates at Law firms in Nairobi County, strategy implementation positively influences the quality of services offered by law firms in Nairobi City County, effective implementation of plans is as a result of good leadership and that effective implementation of set strategies contributes to increased customer base through acquisition of new customers and having repeat customers. This study recommends that management within law firms should develop adequate strategic formulation processes that are inclusive as a way of developing performance objectives. There is also need to develop performance evaluation systems that are objective, with key performance indicators for each employee and job category. It will be necessary to conduct another study by drawing attention to other industries instead of law firm's industry so as to represent useful and reliable information which depicts actual events throughout all economic sectors

CHAPTER ONE: INTRODUCTION

1.1 Background to the Study

Implementation of strategy is among the key strategic management elements. (Devaus, 2007). In effect, if implementation is poor, all other elements of strategic management become a waste of time. The importance of strategy implementation was shown dramatically in a study on why CEOs lose their jobs. Charan and Colvin (1999) observed that in a majority of cases, CEOs lost their jobs not because of the strategy but because of poor strategy execution. This view is supported by Ansoff *et al.* (1976) who points out that, strategic planning outcome involves a combination of intentions and plans. This emphasizes the importance of strategy implementation

Globally a splendid methodology may put an organization on the serious guide and increment its exhibition. Sadly, most organizations battle with usage. In a powerful climate, chiefs need to adjust to changing patterns in technique execution while grasping the key achievement factors for usage; structure, assets, culture, authority, frameworks, individuals and correspondence. Procedure usage is an activity period of the key administration measure. Technique execution has been progressively the focal point of numerous various investigations, especially in light of the fact that the cycle from system detailing to methodology usage isn't compelling and in this way not sufficient in the present business climate (Sorooshian, Norzima, Yusuf and Rosnah, 2010). Executing system is incorporating the picked technique, resourcing the procedure, arranging the association's way of life and structure to fit the methodology and overseeing change. Execution includes arranging, resourcing and utilizing change the executives strategies. Execution measure is a preferably more intricate over one or the other examination or determination stage. Effective technique

execution depends upon the data got in the system investigation stage. It is significant that associations know about their inner qualities and shortcomings and their outside circumstances and dangers (Ehlers and Lazenby, 2007). This examination was established on two theories; institutional theory and Resource Based View (RBV).

Law offices are proficient and business substances that offer legitimate types of assistance which secure the privileges of people and association and encourage exchanges in all organizations, regardless of whether private or public. Further, they add to government incomes through direct duties, for example, pay and worth added assessments and age of work (Jarret, 2012). Law offices in Nairobi City County are as of now confronting hardened difficulties in numerous parts of their work and remarkable change in the legitimate business. They are working in a ferocious serious climate, which is because of the expansion in the quantity of law offices working in Nairobi City County from 2 of every 1902 to around 968 out of 2019 (Law Society of Kenya Report, 2019). The rise and advancement of option legitimate administrations business structures, and elective debate settlement administrations, where lawful administrations may likewise be given by non-attorneys and are substitutes of the customary lawful administrations, have added to the intensity in the business (Sichangi, 2010). Cross fringe practice that is advocates from Uganda, Tanzania, and Kenya having the option to run law offices in any of the three nations has expanded the degree of seriousness in the business (Law Society of Kenya, 2015).

1.1.1 Strategy Implementation

Strategy implementation refers to the process of allocating resources and personnel so as to achieve a desired outcome over a given period of time, Adrian *et al* (2008). To successfully implement a strategy, the top level management should allocate the necessary resources, hire or utilize the right employees and formulate processes and procedures that will enable the firm achieve its objectives. In the process of strategy implementation there should be modalities to take into account emerging trends, and to effectively manage change. To manage change, the management might be forced to re-allocate resources or employees or to put in place new processes and procedures in the production of its products or services. There should be in place periodic assessments of how well the firm is performing in as far as the achievement of its strategy objectives is concerned. These periodic assessments will enable the firm to adjust its practices in line with emerging trends so as to be able to achieve its intended objectives (Haberberg *et al.*, 2008).

Technique execution is the way toward placing vigorously the procedures figured so the exhibition can be moved from the current situation to a future wanted position (Johnson and Scholes, 2016). As per Aladwani (2013) system usage implies placing the aftereffects of arranging into a genuine action. This includes operationalization of the everyday exercises so an association can accomplish its intensity. To adjust the tasks of an association to the changing working climate, it is significant that the association adjusts as per stay serious (Olson and Slater and Hult, 2015). Through vital administration, associations can adjust their tasks to push its opposition over the business peers.

The achievement of a system relies on the viability of execution and along these lines first concern of technique usage is building a fit association. It includes building up a responsive inward association structure, constructing and supporting aptitudes and skills and choosing individuals for key positions (Ghuman, 2010). Globalization of the world has implied that associations can deal to a wide market even from a neighborhood setting. Associations need to reconsider their procedures to drive the exhibition to a future wanted position (Aosa. 2011)

1.1.2 Firm Performance

Lebens and Euske (2016) view performance as both non financial and financial determinants offering vital insights on goal attainment as measured by the end results over the prevailing objectives. The researchers view performance as being dynamic and that requires judgement and interpretation to such judgements. The researchers further illustrated performance by use of a causal relationship describing the behavior of current actions as affecting the results of the future.

Firm performances refers to evaluation of a firm performance with respect to objectives and goals of the company. To measure firm performance, 3 metrics are analyzed: Financial performance, market share and also shareholder return. Pierre et al. (2009) highlight that while evaluating performance of an organization, three dimensions are always considered namely: shareholder return, product market performance and financial performance.

Execution shows how well an association has used the assets available to its in creating abundance for the investors. As indicated by Wheleen and Hunger (2015), firm execution is the eventual outcome of a firm working inside the predetermined period (Delaney and

Huselid, 2016). Firm execution is estimated utilizing a few factors including: nature of administration conveyed, amount of yield efficiency, innovative work, level of non-attendance and yearly turnover (Hamon, 2013). Association execution checks the productivity of the board in the use of assets depended to them by the investors in creating abundance inside a given time span (Berger and Patti, 2014). It is estimated by proportions at various focuses so as to set up how well the assets of the firm have been applied in producing riches. Various proportions have been applied relying upon the motivation behind the estimation.

As per Berger and Patti (2014), proportions demonstrate if the firm is using the assets available to its in accomplishing the target set by the proprietors of a business of making them more affluent. The proportions are utilized to normalize estimation to empower correlation over the business, same firm over a time of years or different firms in different ventures. The primary goal of checking firm execution of an association is to set up how well the assets of the association have been used in producing benefits and abundance for the proprietors.

1.1.3 Law Firms in Nairobi City County

Law Firms are the workplaces or potentially organizations set up by advocates that carry on business as sole ownerships or associations. Law offices in Nairobi offers legitimate administrations that include: transport (readiness of archives identifying with the exchange of ardent property), prosecution (speaking to customers in court), joining organizations, licensed innovation, probate issues, and lawful guidance. There are around 5000 law offices working in Kenya. Dominant part of them are in Nairobi and are predominantly sole ownerships (Law Society of Kenya, 2015)

The law offices in Nairobi are today confronted with expanded which rivalry represents an incredible danger to the development and endurance law office. Cost or cost based rivalry as a methods for accomplishing upper hand is made troublesome by the denial on undermining (area 36 of the Advocates Act section 16 of the Laws of Kenya). Undermining is charging expenses beneath the recommended least. What's more, advocates are denied from publicizing their administrations by goodness of Rules 2 and 11 of the Advocates Practice Rules (Chapter 16 of the laws of Kenya) (Law Society of Kenya, 2015). This implies that law offices can't advise planned customers regarding the administrations that they offer. As per Sichangi (2010), the theoreticalness, comparability and the high belief characteristics of the administrations gave by law offices, combined with the way that supporters are precluded from publicizing, makes it hard for customers to be made mindful of the administrations offered by law offices and to assess the nature of administrations offered by law offices preceding creation a dedication.

1.2 Research Problem

Once a strategy has been formulated, it's imperative that it should be properly implemented for the fruits of such a strategy to be replicated to the entire organization. Johnson, & Scholes, (2016) argues that strategy implementation relationship should be linear to that of strategy formulation such that as soon as a strategy is formulated within the firm, it should move to the stage of implementation and appropriate resources allocated to ensure success of the process. Even the most superior of strategies is pronounced useless when it is not able to be implemented in time and within its budgeted expenditure (Johnson, & Scholes, 2016). The process involved in making strategies that have been formulated is more cumbersome and tedious as compared to that of formulating them (Noble, 2014). Since strategy

implementation is directly related to overall performance it is in vain for firms to continue operating without setting and implementing both functional and business strategies.

Law firms in Kenya have begun to quit fooling around about key administration rehearses on account of the difficulties they face today in order to develop their hierarchical presentation. They should discover better approaches for managing the key issues confronting them including expanding rivalry. It is basic that key administration is one of the significant advances that law security organizations can take to address the difficulties they face in improving their serious position. The motivation behind this examination is to evaluate procedure usage and hierarchical execution of law offices in Kenya.

Various examinations have been conveyed all around the world and locally because of technique usage and assessment and control on association execution. McAdam, Walker and Hazlett (2011), explored the connections between procedure usage and enhancements in tasks under the Local Government Modernization Agenda (LGMA) in England. They saw that presentation estimation and the executives at the key level is to a huge degree dictated by unfurling enactment and the need to agree to guidelines as opposed to improving assistance viability. Serfontein (2010) explored on the impact of key authority on the operational framework and execution of business organizations in South Africa. He derived that there was a positive association among execution and vital initiative.

Kiarie (2012) did an examination at Co-usable Insurance Company Ltd (CIC) and discovered that they were utilizing adjusted scorecard in actualizing the picked methodologies. This examination focused on how adjusted scorecard could be utilized in

methodology usage and didn't get the issues to do with execution which the current investigation tries to give. Wambua (2012) did an exploration on technique execution at Balozi Sacco Society and her discoveries uncovered that there was staff association, duty from the executives and that authority was a significant practice. Preparing of staff, arrangement of a usage plan and standard audits of methodology were discovered to be significant practices in system execution. In any case, Wambua neglected to inspect the impact of methodology usage on hierarchical execution which the current examination done with regards to Law firms in Nairobi County will take a gander at. Gichema (2012) did an examination at World Vision Kenya and the discoveries uncovered that correspondence, association culture and hierarchical structure were key elements in procedure execution. Gichema confined the examination on recognizing factors that impacted methodology execution and not the impact of system usage of authoritative execution.

From the above writing, much has been done on the act of technique usage and the difficulties that incorporate the cycle. Anyway in these examinations the basic function of system execution has not been inspected; thus the hole that this investigation expects to fill. This study therefore sought to provide solutions to one research question: What is the influence of strategy implementation on performance of law firms in Nairobi City County?

1.3 Research Objective

The objective of this study was to establish the influence of strategy implementation on performance of law firms in Nairobi City County.

1.4 Value of the Study

This investigation add to existing hypothesis for Scholars who expect to complete further examination around there. The researchers discover the examination result helpful as reference material. Accordingly, this examination go far to improve the current assortment of information on key administration and its usage specifically. It add to what exactly has just been explored on institutional hypothesis by inspecting the idea of this relationship with regards to an organization's board and the directors and how this discovers bearing on the fruitful usage of systems. Through examining the Resource Base View with regards to law offices it assists with distinguishing the impact of one of a kind assets and abilities on the viable usage of methodologies.

The investigation would be essential to the administration of the law offices in Nairobi County who define procedures and the entire association since they actualize the techniques. The administration and all staff at law offices in Nairobi would see how methodology execution influences the association in its mission to convey on its order.

The discoveries of this examination would be imperative to vital administration strategy creators in setting up the difficulties of system execution. Numerous a period, great and very much created techniques bombed just in view of execution challenges. This examination would assist conceal with lighting on the parts of various partners in methodology execution and how cooperative energy could be worked to guarantee

fruitful procedure usage. The investigation would be of critical to would be a wellspring of material for their future specialists and researchers since its examination and would likewise help them in recognizing the exploration holes they need to fill. This would help develop the experimental exploration in procedure execution and hierarchical execution.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter offers a survey of significant writing as introduced by past researchers regarding the matter of methodology execution and execution as introduced by different specialists and researchers. The specific points covered here incorporate hypothetical viewpoint, rivalry and key reactions to rivalry by firms.

2.2 Theoretical Perspective

This study was founded on two theories; institutional theory and Resource Based View theory. These theories are discussed in details below:

2.2.1 Institutional Theory

This theory is worried about authoritative structures and how they impact the progression of data that assumes a significant part in procedure usage (DiMaggio and Powell, 1991). The multifaceted nature of announcing structure influences the way data pertinent for system execution streams consequently contrarily influencing procedure usage (Scott, 2001). The arrangement of formal principles as far as approaches and methodology created in an association decides how the data streams and the activities to be embraced by staff if there should be an occurrence of an episode of a specific sort happening (Jepperson, 1991). These structures in an association make desires among various partners in technique execution in an association that decide how activities are attempted consequently impacting eventual outcome of methodology usage (Zucker, 1977).

Establishments set out in an association figure out what is worthy and whatever that isn't adequate in a hierarchical setting (DiMaggio and Powell, 1991). This consequently decides how representatives haul themselves around while carrying out their responsibilities (Amenta, 2005). This hypothesis is significant for this examination since it clarifies the pretended by strategies, methods, laws and other inside limitations on technique usage.

2.2.2 Resource Based View Theory

The resource-based view (RBV) of Wernerfelt (1984), recommends that intensity can be accomplished by inventively conveying higher-positioning an incentive to clients. The hypothesis focal reason is that organizations rival on the reason of their assets and capacities. Asset based hypothesis declares that associations hold assets which engage them to accomplish upper hand and lead to prevalent and supportable execution. Upper hand must be accomplished by firms that have important and matchless assets. This preferred position can be maintained over years with the end goal that the firm can shield itself against asset deficiencies, move or replacement (Boxall, 2009).

The RBV way of thinking clarifies the pretended by assets claimed and controlled by an association in separating it from different associations in the business (Baumol, Litan and Schramm, 2009). These assets take various structures incorporating absolute resources communicated in financial terms, insight of key HR and the general staff amplexness. Different measures incorporate organizations among different factors (Bhide, 2000). As indicated by Spanos and Lioukas (2001), the RBV can be utilized to clarify the distinctions in serious positions delighted in by various associations in a given industry. Through the assets

claimed and used in the creation cycle, associations can outflank their rivals and arise champs (Rumelt, 1984 and Barney, 1986).

Asset based view underscores that the birthplace of association's upper hand lies in its inward assets, and not really it's situating in the outer climate. A firm achieves upper hand through its exceptional assets and abilities notwithstanding filtering its outside climate for circumstances and dangers (Grant, 2011). Sufficient money and skillful representatives is huge while overseeing methodology in a powerful business climate (Wade and Hulland, 2009). An element that has adequate assets will in general have more impact on worth expansion of their items. This hypothesis clarifies how assets available to an association are basic while executing procedures.

The RBV is established on the reason that associations contend dependent based on their assets and capacities (Peteraf and Bergen, 2003). Most RBV scientists (Bhide, 2000; Peteraf and Barney, 2003; and Foss and Knudsen, 2003) contend that assets influence an associations capacity to execute its course of action systems which thus influences hierarchical execution. This hypothesis is significant for this investigation since it clarifies the pretended by inside assets constrained by an association in the degree of execution recorded.

2.3 Strategy Implementation Success Factors

Effective strategy implementation requires a sound understanding of factors influencing the outcomes of the execution of the plan. According to Azhar, Ikram, Rashid, and Saqib (2014), leadership is the cogwheel that drives an organization towards success. It has a major bearing on the formulation of the strategies and method of execution as it is the

leaders who formulate the organization vision and the strategy for achieving the vision. Good leadership always leads to an appropriate crafted vision and well-fashioned strategies (Mapetere, Mavhiki, Nyamwanza, Sikomwe, & Mhonde, 2012). It also creates a shared vision within the organization. Leadership also play various roles during strategy implementation including communicating and getting buy-in from stakeholders, motivating stakeholders, organizing and coordinating implementation activities, and allocating resources (Azhar et al., 2014).

Another factor that acts an enabler to the strategy implementation process is stakeholder engagement. Broader support from the organization stakeholders such as employees, customers, suppliers, and regulatory bodies is extremely important in the strategy implementation process (Gonzalez et al., 2015). Chepkoech and Waiganjo (2015) noted that stakeholders such as employees, shareholders, and government have obstructive power. Involving them in the strategy implementation process enables the organization to overcome the obstacles. Engaging stakeholder also create a sense of ownership that increases support for the implementation process.

A different factor that aids the strategy implementation process is alignment. For a given strategy to work, it must align with other systems such as compensation system, financial system, performance evaluation system, and information system (Alharthy et al., 2017). For instance, the performance evaluation system should capture indicators of strategy implementation in the assessment of employees' performance. The strategy must also align with structure, culture, technology, and capabilities of the organization (Cawsey et al., 2011). Alignment brings about synergy in the strategy implementation process.

Risk management has also been found to support the strategy implementation process. Risk is generally any unforeseen event that has a potential impact on the strategy implementation process (Radomska, 2015). The implementation process is usually prone to a myriad of risks such as change in customer expectation, changes in regulation, technological changes, and changes in the competitive environment. Effective management of such risks increases the probability of successful strategy implementation. An organization should be proactive in collecting and assessing information about risks that are likely to affect strategy implementation activities and develop effective courses of action for treating the risks when they occur (Alharthy et al., 2017).

A culture of support is also essential for the execution of the strategy process. The implementation process is more likely to be successful when the atmosphere of the organization makes the employees feel comfortable and appreciated (Tacey & Blood, 2012). Implementation also becomes easier when the organization has a flexible and adaptive culture that makes stakeholders easily adjust to new circumstances. A culture that supports innovation also increases the probability of success.

Brinkschröder (2014) researched on the main challenges facing the process of strategy implementation. Among the challenges he identified were: communication barriers, subsidiary rivalry, lack of proper direction and support in the implementation process and the lack of proper understanding on the overall aims of such strategic implementation. It is of no second thought that employees must be engaged in implementation of a strategic plan for it to be successful.

As indicated by Pride and Ferrell (2013), usage is a critical segment of the key arranging measure. Albeit an association may have an all around created key arrangement, chiefs must give authority in order to coordinate aggregate endeavors towards accomplishing the association's objectives. Letting (2009) sees that top administration have a huge duty in the accomplishment of any key arrangement. For effective system usage, pioneers must be able to convince and impact worker conduct towards a provided guidance with and point of accomplishing execution targets.

As indicated by David (2013), legitimate correspondence among system implementers is pivotal for the achievement of methodology usage and in this manner requires the association of the two chiefs and subordinates. Correspondence is a standard for any association development. Nebo et.al, (2015) noticed that correspondence is basic to viable group execution as it guarantees coordination of components of creation and workers towards change and progression. Representatives that are knowledgeable with their work and its centrality to the accomplishment of the association are frequently liable to adjust their activities to the association objectives and thus accomplish prevalent execution (Harisson, 2013)

Kaletka and Anna (2015) see that the developing significance of information the executives requires the need to progressively inspire and include a more extensive number of members in the vital administration measure. They exceptionally advocate for participatory vital administration measure for the accompanying reasons: junior directors have better feeling of which systems are executable; representative's thoughts at different levels structure a critical piece of an association's information base; workers thoughts better assistance an association to adjust to changes in the climate; worker cooperation accomplishes objective, actualize

change, improve correspondence and makes technique usage more successful. Including chiefs in technique plan thusly creates responsibility and possession to the system and decidedly impacts the practicality of the methodology.

Methodologies executed in a substance require a strong association culture for better execution than be achieved (David, 2013). Any methodology should be coordinated with the correct culture in the association. The methodology culture fit is significant in an association as it is a determinant of representative conduct during procedure usage. Association culture should in this way be predictable with methodology whenever wanted execution levels are to be accomplished.

A company's one of a kind assets make a predominant driving edge while executing procedure. Monetary assets, assets and coordination capacity are vital to the accomplishment of procedure execution (Kidombo, 2007). Insufficient utilization of assets results to wastages and adds to the fall of system usage. How an association uses its assets can be a road of upper hand just as a reason for looking at the achievement of some random technique.

Rajasekar (2014) contends that procedure execution is adversely influenced by the kind of initiative existing in that association. The measure of data benefited to the various partners decides how precise the various partners embrace various assignments for the normal objective of the association (Lorange, 1998). It is additionally influenced by the manner in which representatives haul themselves around and play out their errands which can be summed up in the way of life winning in an association. In an alternate view, Lorange (1998) contends that the calibre of human resources employed by an association regarding experience and amplexness decides how well it actualizes procedures.

Lager and Eisenstat (2000) recognized initiative as a critical fixing in procedure execution. For any procedure to be viably executed the overseeing chiefs accused of association the assets of the association and their top supervisory crews need to accentuate the significance of actualizing a given methodology. The level with which the administration of an association engage in technique execution regarding support influences the manner by which the procedure usage is embraced. As per Nutt (1986) authoritative administration needs to well structure if an association is to actualize procedures easily.

2.4 Strategy Implementation and Organizational Performance

Strategic management is significant for authoritative execution. Measurements shows that numerous methodologies that are very much figured end up not all around executed in view of difficulties in system usage. All around actualized methodologies lead to acknowledgment of better authoritative execution (Blahová and Knápková, 2010).

Logical examinations from vital administration point of view, recommends that applying suitable methodologies in an association is fundamental in accomplishing better authoritative execution (Brown Squire and Blackmon, 2007). Operationalizing system is as significant as plan just that it includes numerous partners contrasted with detailing (Favaro, 2015). Without very much arranged methodology execution program, no technique would be actualized paying little heed to its predominance. Better methodology usage guarantees organizations of improved rates of profitability (Lefort, 2015). Successful methodology usage empowers an association record incredible advantages regarding improved consumer loyalty, unwaveringness and rehash buy. Indications of helpless methodology usage could include low confidence among representatives, low worker maintenance, low consumer loyalty and battling authoritative execution. Shah (1996) found that organizations which

underscore on great procedure usage continued twice monetary achievement contrasted with helpless implementers. Now and again execution is difficult to get right, yet achievement of associations relies upon compelling usage. Shah (1996) sets that without compelling execution of technique, foundation of the hierarchical course of activity and the detailing of the authoritative procedure. Along these lines, for execution to be acknowledged, measures must be set up to guarantee successful usage of the procedure.

The impact of procedure usage on execution is liable to delicate elements, which are the components identified with human resources like responsibility, correspondence, and agreement, hard factors like order of positions in the authoritative and managerial frameworks) and blended variables. Most associations don't report great execution results on the grounds that the associations and their supervisors fail to remember the indispensable part of procedure usage (Rahimnia, 2009).

2.5 Empirical Studies and Knowledge Gaps

Ghana was studied by Ofori and Atiogbe (2011) on how strategy implementation had been implemented in the Universities. The study made use of interview guides that were open ended. Both the programs' past coordinators and center organizers were used as participants. The study concluded that effective strategies were required in the Universities to ensure that the objectives of the Universities were achieved.

Frank (2015), read affecting worker conduct for fruitful technique usage in Amsterdam. For this investigation a subjective methodology was utilized. An example size of 44 directors was utilized in information assortment which was through survey. The investigation noticed that directors need to check what is significant for whom to think

about the methodology since there are various divisions and data should be custom-made to every individual office.

South Africa was also studied by Nkosi (2014), to find out how their strategy implementation took place. The Chief Albert Luthuli Local Municipality senior management employees were targeted where 30 participants were selected. Use of questionnaires was applied to find out how the managers implemented strategies at the Municipal council.

Kamande (2017), studied the system execution challenges at Commercial Bank of Africa, Kenya. The examination talked with 15 administration staffs. A meeting guide was utilized as it empowers oral organization of inquiry in a vis-à-vis experience accordingly permitting assortment of inside and out information. The investigation found that methodology usage measure at Commercial Bank of Africa, Kenya, is confronted with various difficulties including, poor hierarchical structure, deficient accounts, time and HR, administration in authoritative structure and culture.

Nabwire (2014) also examined factors influencing the implementation of strategies at Barclays Bank of Kenya. The study employed a descriptive case study design where data was collected from 69 staffs of Barclays Bank, Nairobi branches using semi structured questionnaires. Results showed that strategy implementation at the bank was influenced by resource allocation, information systems, and quality of supervision, were among the factors that had a major influence of the strategy implementation process. Although the study by Nabwire (2014) was conducted in the private commercial sector, it focused on the banking industry that differ from the retail industries in various aspects including

product offered, typology of customers, characteristic of human resource, and regulation levels among others.

Koech and Were (2016) assessed factors that affect the strategy implementation process at the Kenya National Treasury. It utilized the descriptive survey design where data was collected from a sample of 63 staff working at the National Treasury headquarters using semi-structured questionnaires. Results revealed that organizational culture and organization structure were the two main factors affecting strategy implementation at the organization. The focus on National Treasury, which is a public sector organization, in the study by Koech and Were (2016) makes the findings less applicable to the commercial retail sector in Kenya. This is because commercial organizations differ from public organizations in many aspects including priorities, culture, and structure.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the methodology of how exploration is to be directed in subtleties and what was finished. It clarified why a specific technique was utilized. It contained the exploration plan, information assortments and information investigation.

3.2 Research Design

As per Mugenda and Mugenda (2003) an examination configuration plots how assembling of data will be accomplished for an appraisal and it incorporated the method(s) that was utilized in social occasion information, how data was coordinated and broke down and the instruments that will be regulated and utilized. Kothari (2014) characterizes research plan as organized conditions reasonable for both assortment and information investigation. Kothari (2014) added that an exploration plan in an examination study is efficient just as lined up with the exploration reason

The plan of the exploration that was embraced in this examination was descriptive research design. Descriptive research design is characterized by Cooper and Schindler (2000) as attempting to set up the fundamental parts of the populace fused into the exploration. Besides, an examination configuration is readied, has an exploratory issue and part of endorsed considers. The plan is reasonable since the key consideration is to look for the conceivable relationship and depict how the viewpoints support issue under assessment. As per Charmaz (2003), a cross-sectional examination is an exploration instrument used to record data established by the information assembled for a specific region in time from a pool of participators with different highlights and socioeconomics. In this examination, the members were the distinctive law offices. The plan empowered the scientists to have an

understanding towards the impact of technique usage on execution of law offices in Nairobi County. Additionally, the quantitative information found from the cross segment of the occupants chose will be given by the illustrative plan technique. The model likewise gave more understanding into the issue of the exploration through relating the irregularities of interest.

3.3 Population of the Study

Populace is an entire arrangement of people, procedures or items that have basic highlights that can be tested and summed up (Yin, 2003). The objective populace of an examination study should be explicitly positive, and the unit of investigation recognized, which isn't simple at times. The objective populace of this study was 257 law firms that are located and operate within Nairobi City County (Kenyan Lawyers directory, 2020)

3.4 Sampling Design

As indicated by Saunders et al (2016), for many research questions, it was not possible to analyze all the potential data available owing to restrictions of time, money and access. A sampling technique therefore needed to be chosen to reduce the amount of data by considering data from a sub-group. In addition, the researcher redefined the population into something more manageable by setting a target population. Accordingly, the research adopted a purposive sampling technique to sample 77 law firms which represented 30% of the total target population. Mugenda and Mugenda (2003), samples of approximately 10%-30% of the population are often reliable. Purposive sampling was adopted because it focuses on particular characteristics of a population that are of interest, which will best enable to answer research questions.

3.5 Data Collection

The investigation utilized information that was gathered by utilization of a e-mail containing both open and shut finished inquiries. The nearby finished inquiries were used in assessing various characteristics, and this aided in bringing down the quantity of related reaction to achieve more broadened reaction. The e-mail last procedure was utilized in managing the survey, which focused the senior accomplice, in the law office.

The questionnaire comprised of three areas. The segment data of the law office and the respondent was completely canvassed in Section A. Part B remembered data for the key execution achievement factors while segment C connected the vital usage to the exhibition of the Law firms. Mugenda , and Mugenda (2003) note that the utilization of a poll guaranteed that secrecy is maintained, spares time and is anything but difficult to regulate. The five-point Likert scale structure was utilized in the organized inquiries where perspectives were needed to be given in a size of 1 to 5.

3.6 Data Analysis

The gathered data was first reviewed for completeness to ensure that all information was captured as required. Once found fit and correctly filled, it was coded based on various parameters, classified and tabulated accordingly. Data classification reduced data into homogenous attributes that enabled establishment of meaningful relationships between independent and dependent variables.

The editing of questionnaire was done to improve precision and consistency once the information has been gathered. The information assembled was first examined utilizing expressive insights. Information was examined utilizing SPSS dependent on the polls. Engaging investigations was led to give the mean and standard deviation.

CHAPTER FOUR: DATA ANALYSIS, INTERPRETATION AND DISCUSSION

4.1 Introduction

The purpose of the research was to set up the impact of technique usage on execution of law offices in Nairobi City County. This section gives the outcomes picked up from the examination and investigated in accordance with the controlling goal. It further diagrams information examination, introduction and understanding of the outcomes.

4.2 Response Rate

The researcher distributed 77 questionnaires out of which 70 questionnaires were answered to the researchers' expectations and returned. Out of the remaining 7, 5 respondent did not return the questionnaires while 2 respondents were rejected as they did not answer the questions to the expectations of the researcher. Therefore, the data analysis is based on 70 respondents as shown in Table 4.1. This translates the response rate to 90.9% which is within the prescribed response rate according to Mugenda and Mugenda (2003).

Table 4.1: Response Rate

No. of questionnaires Returned	Target respondents	No. of Response (%)	Rate
70	77	90.9%	

Source: (Researcher, 2020)

4.3. General Information

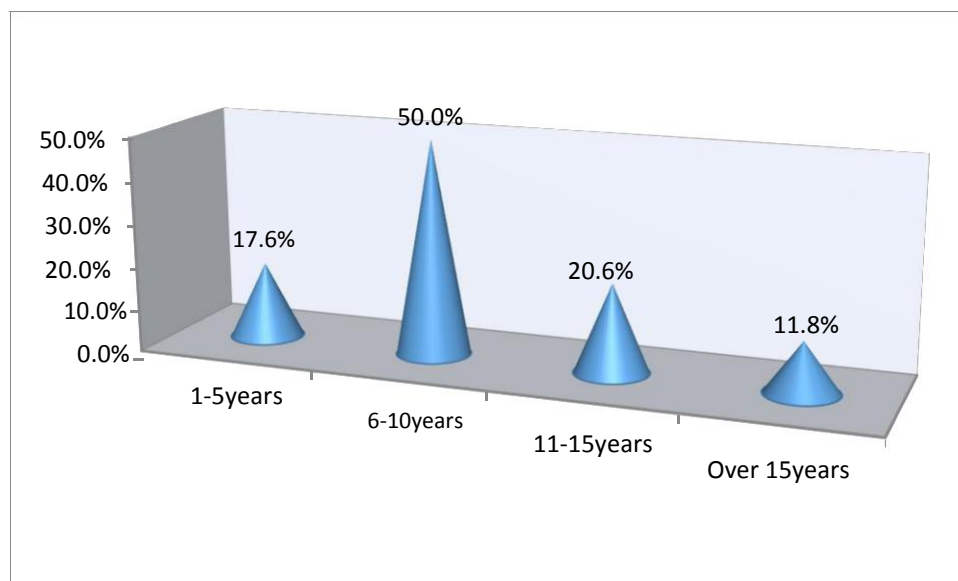
It is crucial to determine the general information of the respondents' law firms in order to get the credibility of the information sourced. In this study this was done by analyzing such variables as years that law firm have operated in Kenya, total number of employees in the company, law firm ownership as well as the law firm legal formation

4.3.1 Years Law firm Institution Have Been in Operation

The study sought to establish the year's law firm institution have been in operation.

Figure 4.1 presents results findings

Figure 4.1: Years Law firm Institution Have Been in Operation



Source: (Researcher, 2020)

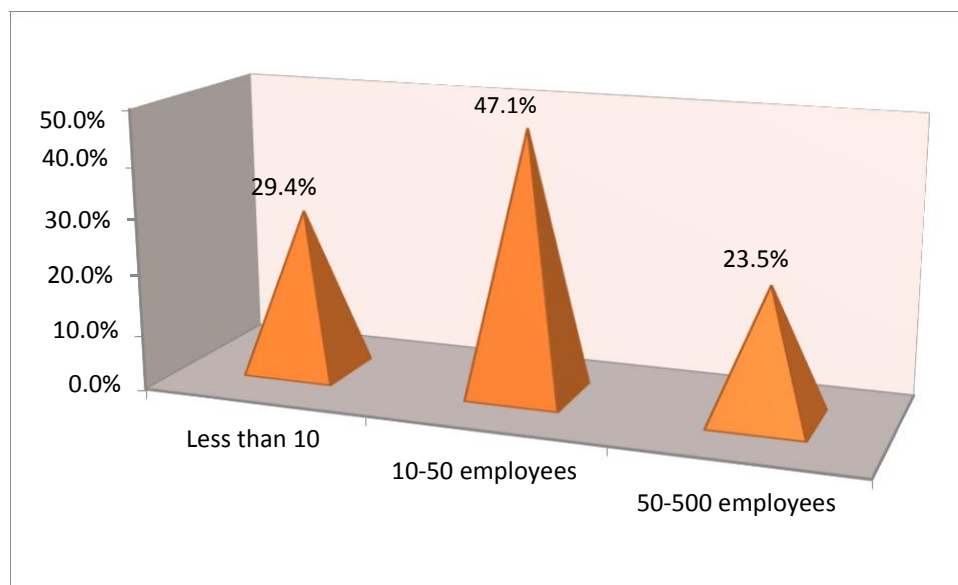
As per Figure 4.1, most of the respondents as indicated by 50% opined that their firm has been operating for 6-10 years, 20.6% indicated 11-15 years, 17.6% indicated 1-5 years, while 11.8% indicated over 15 years. This is an indication that most of the law firms operating in Kenya have been in operation for a long period of between 6-

10 years and thus higher chances of obtaining reliable data with regards to the influence of dynamic capabilities on competitive advantage of law firms operating in Kenya

4.3.2 Number of Employees

The study sought to establish the number of employees working in the respondents' employing companies. Figure 4.2 summarizes the findings.

Figure 4.2: Number of Employees



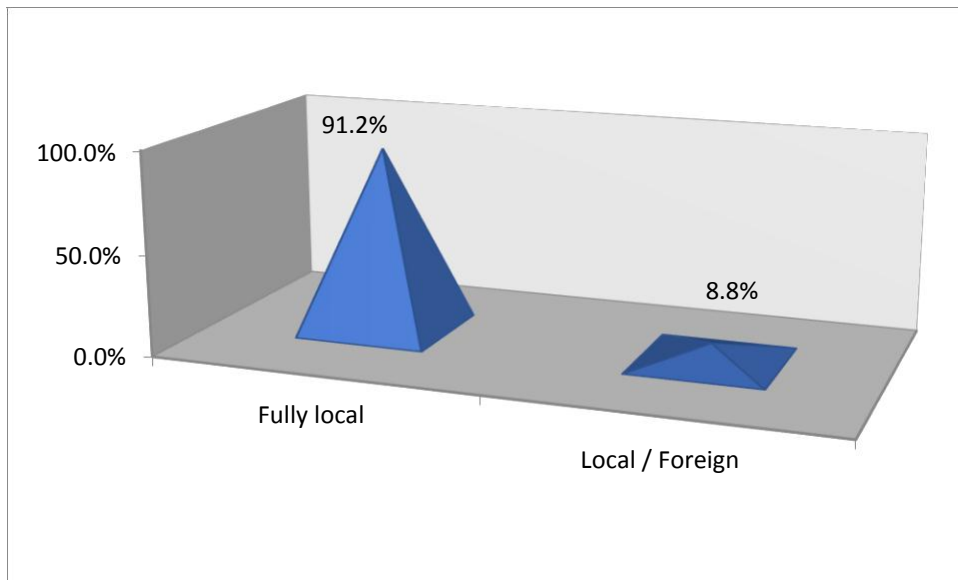
Source: (Researcher, 2020)

Most of the respondents (47.1%) indicated that their firms have 10-50 employees, 29.4% indicated less than 10 employees while 23.5% indicated 50-500 employees.

4.3.4 Law firm Ownership

The researcher was interested in establishing the law firm ownership. Figure 4.2 shows the study findings.

Figure 4.3: Law firm Ownership



Source: (Researcher, 2020)

The results show that 91.2% of the companies were locally owned while 8.8% were locally / foreign owned. This implies that bulk of law firms in Kenya are locally owned.

4.3.3 Law Firm Legal Formation

The legal formation of the respondents law firm was sought. The study findings are as presented in Table 4.2 below

Table 4.2: SME Legal Formation

	Frequency	Percent
Sole proprietorship	8	11.4
Partnership	16	22.9
Limited company	46	65.7
Total	70	100.0

Source: (Researcher, 2020)

Based on the study findings in table 4.2, the majority of the law firms in Kenya were limited company 46(65.7%) and partnership was 16(22.9%). The law firms which were sole proprietorship were only 8(11.4%). This is an indication that most of law firms Kenya were limited company.

4.4 Strategic Implementation Success Factors

4.4.1 Top Management

The study sought to establish the extent of agreement with various statements on top management as a strategic implementation success factor of law firms operating in Kenya. The status of this variable was rated on a 5 point Likert scale ranging from. The study findings are depicted in Table 4.3.

Table 4.3: Top Management

	N	Mean	Std. Deviation
Through use of IT, the top management's commitment to the strategic direction has been enhanced	70	4.32	0.95
There is manager's commitment to performance thus encouraging staffs support and guidance through encouragement of entrepreneurial attributes	70	4.00	1.28
Total organizational involvement enhances success, firm profits and overall firm success	70	4.15	0.78
Top management team typically leads to greater commitment to the firm's goals and strategies	70	4.03	0.87

Source: (Researcher, 2020)

According to the study findings in table 4.3, majority of the respondents strongly agreed that through use of IT, the top management's commitment to the strategic direction has been enhanced (mean=4.32; SD=0.95), total organizational involvement enhances success, firm profits and overall firm success (mean=4.15;

SD=0.78) and that top management team typically leads to greater commitment to the firm's goals and strategies (mean=4.03; SD=0.87). In addition, respondents agreed that there is manager's commitment to performance thus encouraging staffs support and guidance through encouragement of entrepreneurial attributes (mean=4.00; SD=1.28). This is an indication that that through use of IT, the top management's commitment to the strategic direction has been enhanced among law firms in Nairobi County, total 31 organizational involvement enhances success, firm profits and overall firm success and that top management team typically leads to greater commitment to the firm's goals and strategies

4.4.2 Organization Communication

It was the interest of the researcher to establish the extent of agreement with various statements on organization communication as a strategic implementation success factor of law firms operating in Kenya. The status of this variable was rated on a 5 point Likert scale ranging from. The study findings are depicted in Table 4.3. The study findings are depicted in Table 4.4.

Table 4.4: Organization Communication

	N	Mean	Std. Deviation
Organization communication is done both during and after an organizational change to information about organizational developments to all levels in a timely fashion.	70	4.03	0.87
Through IT communications clearly explains what new responsibilities, tasks, and duties need to be performed by the affected employees	70	4.06	0.78
Through IT there is open and supportive communication climates which outperform those with more restrictive communication environment	70	3.91	0.83
Through IT communication plays an important role in training, knowledge dissemination and learning with more restrictive communication environment	70	3.88	0.84
At the point when vertical correspondence is incessant, vital agreement (shared comprehension about key needs) is upgraded and an association's presentation improves.	70	4.18	0.90

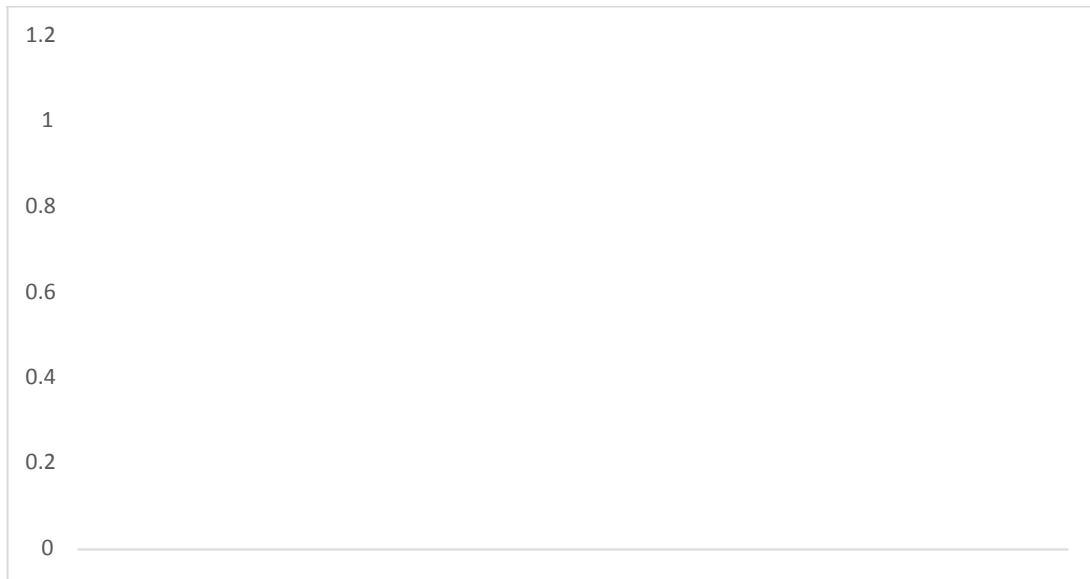
Source: (Researcher, 2020)

According to the examination discoveries in table 4.4, majority of the respondents emphatically concurred that when vertical correspondence is successive, key agreement (shared comprehension about key needs) is upgraded and an association's presentation improves (mean=4.18; SD=0.90), through IT interchanges plainly clarifies what new obligations, undertakings, and obligations should be performed by the influenced workers (mean=4.06; SD=0.78) and that association correspondence is done both during and after an authoritative change to convey data about hierarchical advancements to all levels in a convenient style (mean=4.03; SD=0.87). In expansion, respondents concurred that through IT there is open and strong correspondence atmospheres which outflank those with more prohibitive correspondence climate (mean=3.91; SD=0.83) and that through IT correspondence assumes a significant function in preparing, information scattering and learning with more prohibitive correspondence climate (mean=3.88; SD=0.84). This suggests that when vertical correspondence is regular, vital agreement (shared comprehension about key needs) is upgraded and an association's presentation improves, through IT interchanges obviously clarifies what new obligations, assignments, and obligations should be performed by the influenced representatives and that association correspondence is done both during and after an authoritative change to impart data about hierarchical advancements to all levels in a convenient style.

4.4.3 Challenges Hindering Implementation of Plans Process among Law Firms

The study sought to establish the challenges hindering implementation of plans process among law firms. The study findings are as show in Figure 4.4.

Figure 4.4: Challenges Hindering Implementation of Plans Process among Law Firms



As per the study findings in figure 4.4, majority of the respondents (48.7%) cited lack of resources as the main challenge hindering implementation of plans process among law firms, 19.1% indicated lack of a dynamic learning environment, 14.2% indicated resistance to change, 11.1% indicated legal framework while 6.9% indicated procrastination. This implies that the main challenge hindering implementation of plans process among law firms in Nairobi County is lack of resources, lack of a dynamic learning environment and resistance to change.

4.5 Strategic Implementation and the Performance

The study sought to establish the extent of agreement with various statements on the relationship between strategic implementation and the performance. The status of this variable was rated on a 5 point Likert scale ranging from. The study findings are depicted in Table 4.5.

Table 4.5: New Product Development Capability

	N	Mean	Std. Deviation
Effective implementation of set strategies contributes to increased customer base through acquisition of new customers and having repeat customers	70	4.12	0.69
Strategy implementation positively influences the quality of services offered by law firms in Nairobi County	70	4.18	0.90
Effective implementation of plans is as a result of good leadership	70	4.18	0.87
Strategy implementation contributes to profitability of Law firms in Nairobi County	70	3.82	0.87
Strategy implementation contributes to increased sales of Law firms in Nairobi County	70	4.03	0.80
Strategy implementation contributes to high turnover of Law firms in Nairobi County	70	2.59	0.83
Good strategy implementation enhances employee motivation at Law firms in Nairobi County	70	4.02	0.08
Strategy implementation contributes to low staff turnover rates at Law firms in Nairobi County	70	4.27	0.19

Source: (Researcher, 2020)

As per the study findings in table 4.5, majority of the respondents strongly agreed that strategy implementation contributes to low staff turnover rates at Law firms in Nairobi County (Mean=4.27; SD=0.19), strategy implementation positively influences the quality of services offered by law firms in Nairobi County (Mean=4.18; SD=0.90), effective implementation of plans is as a result of good leadership (Mean=4.18; SD=0.87) and that effective implementation of set strategies contributes to increased customer base through acquisition of new customers and having repeat customers (Mean=4.12; SD=0.69). In addition, respondents agreed that strategy implementation contributes to increased sales of Law firms in Nairobi County (Mean=4.03; SD=0.80), good strategy implementation enhances employee motivation at Law firms in Nairobi County (Mean=4.02; SD=0.08) and that strategy implementation contributes to profitability of Law firms in Nairobi County (Mean=3.82; SD=0.87). On the other hand, respondents disagreed that strategy implementation contributes to high turnover of Law firms in Nairobi County (Mean=2.59; SD=0.83). This is an indication that strategy implementation contributes to low staff turnover rates at Law firms in Nairobi County, strategy implementation positively influences the quality of services offered by law firms in Nairobi County, effective implementation of plans is as a result of good leadership and that effective implementation of set strategies contributes to increased customer base through acquisition of new customers and having repeat customers

4.6 Discussion of Findings

The study established that through utilization of IT, the top administration's duty to the vital bearing has been improved among law offices in Nairobi County, absolute authoritative contribution upgrades achievement, firm benefits and generally speaking firm achievement and that top supervisory group ordinarily prompts more noteworthy promise to the

association's objectives and methodologies. Likewise, the investigation set up that when vertical correspondence is continuous, vital agreement (shared comprehension about vital needs) is upgraded and an association's exhibition improves, through IT interchanges unmistakably clarifies what new obligations, assignments, and obligations should be performed by the influenced workers and that association correspondence is done both during and after a hierarchical change to impart data about authoritative advancements to all levels in an opportune design. Also, the study revealed the main challenge hindering implementation of plans process among law firms in Nairobi County to be lack of resources, lack of a dynamic learning environment and resistance to change. In tandem with the study findings, Azhar, Ikram, Rashid, and Saqib (2014) opined that leadership is the cogwheel that drives an organization towards success. It has a major bearing on the formulation of the strategies and method of execution as it is the leaders who formulate the organization vision and the strategy for achieving the vision. Good leadership always leads to an appropriate crafted vision and well-fashioned strategies (Mapetere, Mavhiki, Nyamwanza, Sikomwe, & Mhonde, 2012). It also creates a shared vision within the organization. Leadership also play various roles during strategy implementation including communicating and getting buy-in from stakeholders, motivating stakeholders, organizing and coordinating implementation activities, and allocating resources (Azhar et al., 2014).

The study established that strategy implementation contributes to low staff turnover rates at Law firms in Nairobi City County, strategy implementation positively influences the quality of services offered by law firms in Nairobi County, effective implementation of plans is as a result of good leadership and that effective implementation of set strategies contributes to increased customer base through acquisition of new customers and having repeat customers. In tandem with the study findings, Shah (1996) believed that

compelling system execution empowers an association record extraordinary advantages regarding improved consumer loyalty, reliability and rehash buy. Indications of helpless methodology usage could include low confidence among workers, low representative maintenance, low consumer loyalty and battling hierarchical execution. Shah (1996) found that organizations which underscore on great procedure execution supported twice monetary achievement contrasted with helpless implementers. At times execution is difficult to get right, yet achievement of associations relies upon viable usage. Shah (1996) sets that without successful execution of procedure, foundation of the hierarchical course of activity and the plan of the authoritative system. Thusly, for execution to be acknowledged, measures must be set up to guarantee successful usage of the system. The impact of technique execution on execution is liable to delicate elements, which are the elements identified with human resources like responsibility, correspondence, and agreement, hard factors like chain of command of positions in the hierarchical and regulatory frameworks) and blended variables. Most associations don't report great execution results in light of the fact that the associations and their supervisors fail to remember the indispensable function of methodology usage (Rahimnia, 2009).

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The findings have been examined comparative with the survey angles which were on; segment information on the respondent and the impact of methodology execution on execution of law offices in Nairobi County. End and strategy suggestions depend on the discoveries got in chapter 1 four.

5.2 Summary of the Study

The study established that through use of IT, the top management's commitment to the strategic direction has been enhanced among law firms in Nairobi County, total organizational involvement enhances success, firm profits and overall firm success and that top supervisory crew normally prompts more noteworthy duty to the company's objectives and procedures. Also, the examination set up that when vertical correspondence is incessant, vital agreement (shared comprehension about vital needs) is upgraded and an association's presentation improves, through IT interchanges unmistakably clarifies what new obligations, assignments, and obligations should be performed by the influenced workers and that association correspondence is done both during and after a hierarchical change to convey data about authoritative advancements to all levels in an ideal design. Moreover, the study revealed the main challenge hindering implementation of plans process among law firms in Nairobi County to be lack of resources, lack of a dynamic learning environment and resistance to change.

The study established that strategy implementation contributes to low staff turnover rates at Law firms in Nairobi County, strategy implementation positively influences the quality of services offered by law firms in Nairobi County, effective implementation of plans is as a result of good leadership and that effective implementation of set strategies contributes to increased customer base through acquisition of new customers and having repeat customers.

5.3 Conclusion

The study concludes that through use of IT, the top management's commitment to the strategic direction has been enhanced among law firms in Nairobi County, total organizational involvement enhances success, firm profits and overall firm success and that top supervisory crew normally prompts more noteworthy duty to the company's objectives and procedures. Also, the examination set up that when vertical correspondence is incessant, vital agreement (shared comprehension about vital needs) is upgraded and an association's presentation improves, through IT interchanges unmistakably clarifies what new obligations, assignments, and obligations should be performed by the influenced workers and that association correspondence is done both during and after a hierarchical change to convey data about authoritative advancements to all levels in an ideal design. Moreover, the study concludes the main challenge hindering implementation of plans process among law firms in Nairobi County to be lack of resources, lack of a dynamic learning environment and resistance to change.

The study concludes that strategy implementation contributes to low staff turnover rates at Law firms in Nairobi County, strategy implementation positively influences the quality of services offered by law firms in Nairobi County, effective implementation of plans is as a result of good leadership and that effective implementation of set strategies contributes to increased customer base through acquisition of new customers and having repeat customers.

5.4 Recommendations

The examination suggests that administration should run after compelling. Innovation assumes a major part in guaranteeing that the division accomplishes its targets. The examination along these lines suggests that the law offices should utilize an elite condition of innovation. This is as far as hardware, framework and aptitudes.

The examination prescribes that presentation the board should be additionally implanted and turned out across law offices. All workers require to be partners later on heading of the association. Their day by day execution and exercises should be estimated along the particular achievements and guiding principle recognized by the key arrangement.

This study recommends that management within law firms should develop adequate strategic formulation processes that are inclusive as a way of developing performance objectives. There is also need to develop performance evaluation systems that are objective, with key performance indicators for each employee and job category.

5.5 Limitations of the Study

Some respondents were reluctant to provide information that they viewed as confidential to the company. Respondents were also reluctant to offer information for fear that the information would be used against them. Further, most of the targeted respondents had very busy schedules making it hard to fill in the feedback forms within the stipulated time. The stringent policies of the firms also lengthened the process due to many bureaucratic processes involved. The researcher handled the problem by carrying an introductory letter from the university.

The study's limitations included the limited time set aside for the research and the scope. This limitation was overcome by starting the research early in the period set aside. This ensured the maximum amount of time possible was spent in the research and last minute rush was avoided.

5.6 Suggestion for Further Studies

It will be necessary to conduct another study by drawing attention to other industries instead of law firm's industry so as to represent useful and reliable information which depicts actual events throughout all economic sectors

It would be paramount to conduct further research to determine other random variations and factors not considered in this research that determine the organizational performance of law firms and how these factors would relate to performance and strategy formulation. This can include similar variables or more variables be added to come up with more solid confirmation or reduction of error term.

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APPENDICES

Appendix I: Questionnaire

This questionnaire is designed to gather information on the influence of strategy implementation on performance of law firms in Nairobi County

SECTION A: GENERAL INFORMATION AND BIO DATA

1. Name of Organization (Optional):

2. Years of operation in Kenya (Tick one as appropriate)

1-5years ()

6-10years ()

11-15years ()

Over 15years ()

3. What is the total number of employees in the law

firm? Less than 10 ()

10-50 ()

50-500 ()

4. Please indicate your law firm's legal formation

a) Sole proprietorship ()

b) Partnership ()

c) Limited company ()

Part B: Strategic implementation success factors

5. To what extent has your law firm performed in the following areas? By ticking, you indicate how much you agree or disagree with each of the following statements on a scale of 1 to 5. The scale is indicated as follows; 5 - Strongly Agree (SA); 4 – Agree (A); 3 – Neutral (N); 2 – Disagree (D); and 1 - Strongly Disagree (SD).

	1	2	3	4	5
Top management					
Through use of IT, the top management’s commitment to the strategic direction has been enhanced.					
There is manager’s commitment to performance thus encouraging staffs support and guidance through encouragement of entrepreneurial attributes.					
Total organizational involvement enhances success, firm profits and overall firm success.					
Top management team typically leads to greater commitment to the firm’s goals and strategies					
Organization communication					
Organization communication is done both during and after an organizational change to communicate information about organizational developments to all levels in a timely fashion					

Through IT communications clearly explains what new responsibilities, tasks, and duties need to be performed by the affected employees.					
Through IT there is open and supportive communication climates which outperform those with more restrictive communication environments					
Through IT communication plays an important role in training, knowledge dissemination and learning					
When vertical communication is frequent, strategic consensus (shared understanding about strategic priorities) is enhanced and an organization's performance improves.					

6. In your own view, what hinders implementation of plans process among law firms? Answer by ticking (You can tick more than one box)

Lack of resources

Resistance to change

Lack of a dynamic learning environment

Legal Framework

Procrastination

Section C: Strategic implementation and the performance

7. This section captures questions on the study objective. Kindly fill in this section by ticking (✓) in the appropriate boxes as required and also by providing information in the gaps provided. By ticking, you indicate how much you agree or disagree with each of the following statements on a scale of 1 to 5. The scale is indicated as

follows; 5 - Strongly Agree (SA); 4 – Agree (A); 3 – Neutral (N); 2 – Disagree (D); and 1 - Strongly Disagree (SD).

										12345
Effective implementation of set strategies contributes to increased customer base through acquisition of new customers and having repeat customers										
Strategy implementation positively influences the quality of services offered by law firms in Nairobi County										
Effective implementation of plans is as a result of good leadership										
Strategy implementation contributes to profitability of Law firms in Nairobi County										
Strategy implementation contributes to increased sales of Law firms in Nairobi County										
Strategy implementation contributes to high turnover of Law firms in Nairobi County										
Good strategy implementation enhances employee motivation at Law firms in Nairobi County										
Strategy implementation contributes to low staff turnover rates at Law firms in Nairobi County										

Thank you!

Appendix II: List of Law Firms in Nairobi County

1. Anjarwalla & Khanna.
2. B M Musau & Co., Advocates LLP.
3. CMS Daly Inamdar Advocates.
4. Dentons Hamilton Harrison & Mathews
5. ENSafrica.
6. Gikera & Vadgama Advocates.
7. Iseme, Kamau & Maema Advocates.
8. Kaplan & Stratton Advocates
9. MMC ASAFO
10. Oraro & Company Advocates
11. Prof. Albert Mumma & Company Advocates
12. TripleOKlaw Advocates
13. Walker Kontos Advocates
14. Ameli Inyangu & Partners Advocates -
15. Simba & Simba Advocates
16. Katwa And Kemboi Advocates
17. Silvana & Associates Advocates
18. Mwale & Company Advocates
19. Musyimi & Company Advocates
20. Miller & Company Advocates
21. Wandera and Partners Law firm, Kenya
22. Ratemo & Company Advocates
23. George Wakahiu & Njenga Advocates
24. Miller & Company Advocates
25. Wandera and Partners Law firm, Kenya
26. Ratemo & Company Advocates
27. MMS ADVOCATES - Best Law Firm In Kenya
28. Rachier & Amollo Advocates LLP
29. Lawmark Partners LLP
30. Igeria & Ngugi Advocates

31. MNM Advocates LLP
32. Ashitiva And Company Advocates
33. Waweru Kihara & Company Advocates
34. Muteithia Kibira Advocates
35. Nyamogo & Nyamogo Advocates
36. Munyasya & Co. Advocates
37. Kieti Advocates LLP
38. Mahida & Maina Company Advocates
39. KENDI & COMPANY ADVOCATES
40. Ndirangu Kamau Advocates
41. Mucheru Law LLP
42. Wamae & Allen Advocates
43. Norton Rose Fulbright
44. AGO Advocates
45. Ashitiva Advocates LLP
46. BEGI'S LAW OFFICES & CHAMBERS
47. Lesinko Njoroge & Gathogo Advocates
48. EMSI & ASSOCIATES
49. Abdulrahman Saad & Co Advocates
50. Musinga & Co Advocates-Nairobi
51. Munyao - Kayugira & Co. Advocates
52. Ogola Okello & Company
53. HMS Advocates
54. Ong'anya Ombo Advocates
55. Muma & Kanjama Advocates
56. Brian Otieno and Company Advocates
57. Nduta, Munene & Komu Advocates
58. Patrick Karanja Company Advocates
59. Chege Kibathi & Company Advocates LLP
60. Kariuki Muigua & Co.
61. Havi & Company Advocates

62. MNO Advocates LLP
63. Gumbo & Associates Nairobi
64. Sing'Oei Murkomen and Sigei Advocates
65. Maina Ngaruiya & Co Advocates
66. MG Law Advocates
67. Mohammed Muigai Advocates
68. Ogamba Law
69. COSTIN & WEBSTER LAW FIRM
70. Kipkenda Advocates
71. Macharia Gikonyo & Company Advocates
72. Havelock Nduati & Co Advocates
73. NJOROGE J.M ADVOCATES
74. MMTK Law (Muri Mwaniki Thige & Kageni LLP)
75. Cheboi, Kiprono Advocates
76. Mithega & Kariuki Advocates
77. HKM Associates
78. Amadi And Amadi Advocates
79. Kiragu Wathuta & Company Advocates
 A. S. Marigo & Company Advocates
80. KNM ADVOCATES
81. Karimbux Effendy Co
82. Clay & Associates Advocates
83. Omwancha Mukiri & Onyango Advocates
84. Omusolo Mungai & Company Advocates
85. Amin & Co Advocates
86. Kibatia & Company Advocates
87. Couslon Harney
88. A.F Gross Advocate
89. Immigration Lawyers Kenya (Bonyo Mwongela Adv)
90. Kotonya Njoroge LLP
91. Sang Chambers and Partners, Advocates

92. CKM Advocates
93. SM Kilonzo & Associates,
94. Advocates Sirma And Company Advocates
95. Sirma And Company Advocates
96. Rabala & Company Advocates
97. Keengwe & Company Advocates
98. Munyaka & Company Advocates
99. AMIT GADHIA ADVOCATE
100. Kalinga & Co
101. Lilian Amere Machio & Co. Advocates
102. Hassan Alawi & Company Advocates
103. Kwengu & Co. Advocates
104. Judy Thongori & Company Advocates
105. Mwagambo & Okonjo Advocates
106. Nungo,Oduor And Waigwa Advocates
107. CHIGGAI, ALAKONYA, LUSIGI & ODO
108. Muthoga Gaturu & Co Advocates
109. MN Legal (Mbula Nzuki & Associates)
110. David Kiptum & Co Advocates
111. Gathenji & Co. Advocates
112. M & A Law
113. Kapila Chambers
114. Imran Dhanji and Company Advocates
115. KIPKENDA & COMPANY ADVOCATES
116. Jackline P.A. Omollo &Co. Advocates
117. Kerandi Manduku & Co. Advocates
118. Mwangi Wahome & Co Advocates
119. Kairu Mbuthia Law LLP
120. Munyao Muthama & Kashindi Advocates
121. Kingori Kariuki & Co Advocates
122. Wambua & maseno advocates

123. Kilonzo & Co. Advocates
124. Maina Njuguna & Associates
125. Mwaura & Kiguatha Advocates
126. Julius and Company Advocates
127. Cherop & Marete Advocates
128. Njoroge Regeru & Company Advocates
129. Mukiri Global Advocates
130. Naomi & Kilemi Advocates
131. Nyiha, Mukoma And Company Advocates
132. R. m. mugo & co. advocates
133. J. O Maranga & Co. Advocates
134. KIVUVA Omuga and Company Advocates
135. Nyachoti & co advocates
136. Lubulellah & Associates
137. E N Omotii & Co Advocates
138. Kyalo & Associates Advocates
139. Mwaniki Gitau & Co Advocates
140. Ahmednasir Abdikadir & Co Advocates
141. Chirchir Chambers
142. Letangule & Co Advocates
143. Kimani & michuki advocates
144. D. V. Kapila & Co. Advocates
145. Bowry & Company Advocates
146. Ojienda & Company Advocates
147. Karanja Kiarie & Company Advocates
148. WESONGA, MUTEMBEI & KIGEN ADVOCATES
149. Githara & Associates Advocates
150. Omwenga & Co. Advocates
151. Ogola Okello & Co Advocates
152. Kimani Kabucho Mbeneka & Company Advocates
153. Ndikimi & Co Advocates

154. Lja Associates Advocates
155. Muli & Co. Advocates
156. Okao, Bosire & Co. Advocates
157. Kinuthia Kahindi & Company Advocates
158. Njeri Lukorito & Mungai Advocates
159. B. G Wainaina & Co. Advocates
160. N.K. Mugo & Co. Advocates
161. Mapel Court
162. Njogu & Associates Advocates
163. KM&M Advocates
164. Osoro Omwoyo And Company Advocates
165. B. M. Kanyiri & Company
166. Kang'oli and Company Advocates
167. NDUNGU NJOROGI & KWACH ADVOCATES
168. Maosa and Co. Advocates
169. B.M Mutie & Co Advocates
170. Saclan International
171. B.M Kanyiri & Co. Advocates
172. Walker kontos
173. Lucy Njiru & Company Advocates
174. Hassan N. Lakicha & Company Advocates
175. Universal Emigration Consultants Kenya
176. Joe N. Mwanthi & Co Advocates
177. Oyatta & Associates Advocates
178. Coulson Harney Advocates(Bowmans)
179. M.W Thairu & Co Advocates
180. Muri mwaniki & wamiti advocates
181. Irura Nguchuga & Co. Advocates
182. Okao, Bosire & Co. Advocates
183. Mohamed madhani & co advocates
184. McKay & Associates

185. Ochieng Ochieng & Co. Advocate
186. Obondi Victor and Associates
187. Nduati & Co Advocates
188. Nduati & Co Advocates
189. B M Musyoki & Co Advocates
190. D Njogu & Co Advocates
191. Solonka & co. advocates
192. Ngatia & Associates Advocates
193. Iseme Kamau and Maema
194. MMAN Advocates
195. Fragomen in Kenya
196. Masika & Koros
197. Cootow & Associates
198. Shah & Shah Advocates
199. Kinoti & Kibe Co Advocates
200. Oriaro & Company Advocates
201. MOGENI & COMPANY ADVOCATES
202. Ishmael Nyaribo Advocate
203. Ndeda & Company Advocates
204. Rombo & Company Advocates
205. Tm Mutunga & Company
206. Capita Registrars - Company Registration Service
207. Mohochi & Company Advocates
208. Kipsang & Mutai Advocates
209. Muchemi & Co. Advocates
210. Katunga mbuvi & co advocates
211. Kabiru & Co.
212. Kamotho, Maiyo & Mbatia Advocates
213. Owiti, Otieno and Ragot Advocates
214. Mwangi Abuthia & Cp Advocates
215. Muriungi and Company Advocates
216. Abincha & Co. Advocates

217. KRK Advocates LLP
218. Muturi Kamande & Co. Advocates
219. Kibet & Co Advocates
220. Havelock Muriuki & Raval Advocates
221. Kalya & Co Advocates-Nairobi
222. Muri Mwaniki Thige & Kageni LLP Advocates
223. Kembi - Gitura & Co. Advocates
224. Adere & Co. Advocates
225. Kagwe Kithinji & Co. Advocates
226. Wambui Kamau & Company Advocates
227. Kirundi & Co Advocates
228. Jackline p a omolo & co advocates
229. Onyango & Tarus Advocates
230. Bitala & Co. Advocates
231. K. itonga & co. advocates
232. Lesinko Njoroge & Gathogo Advocates
233. ONDABA & PARTNERS ADVOCATES
234. Karanja - Njenga Advocates
235. Simba & simba company advocates
236. Nzavi & Company Advocates
237. Andrew & Steve Advocates
238. Gitau S. M. & Co. Advocates
239. Gitonga Mureithi & Co. Advocates
240. Osoro Chege Kibathi & Advocates
241. Mereka & Co Advocates
242. Lesinko Njoroge and Gathogo Advocates
243. Migos Ogamba & Co Advocates
244. Ashford Financial Consultants
245. Mohammed muigai advocates
246. Macharia Mwangi & Njeru Advocate

247. Kenya National Audit Office
248. Macharia mwangi and njeru
249. BKV Debt Collectors Kenya
250. Kaplan & stratton advocates
251. Daly and inamdar advocates
252. B m mutua & co advocate
253. Pkf Kenya- Nairobi
254. D. M. Mwangi & Co. Advocates
255. Julius Nyakiangana & Co.
256. Joy v. bhatt & co
257. Sifa Towers, Lenana Rd Kilimani, Nairobi, Kenya