CHALLENGES OF STRATEGY IMPLEMENTATION AT

THE NATIONAL POLICE SERVICE OF KENYA

BY

ONESMUS MUENDO MUTUA

A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION,

SCHOOL OF BUSINESS

UNIVERSITY OF NAIROBI

NOVEMBER, 2016

DECLARATION

This project is my original work and has not been presented to any university or institution of higher learning.

…………………………. Date ………………….

Onesmus Muendo Mutua

D61/77416/2015

This research project has been submitted with my approval as the university supervisor.

Signed……………………….. Date………………………….

Dr. John Yabs,

Department of Business Administration, School of Business.

University of Nairobi.

DEDICATION

This research thesis is dedicated to my family and friends for their support and encouragement during my Masters studies.

ACKNOWLEDGEMENT

I wish to extend my sincere gratitude to my supervisor Dr John Yabs for his immeasurable guidance and advice from the time of developing the proposal through supervision to this final report. He was very instrumental in shaping my research skills and ensuring that I remained focused on quality and originality.

I also wish to thank the Department of Business Administration, School of Business, especially the director and the entire staff for giving me the opportunity and friendly environment to undertake this research. They have been very supportive, cooperative and interactive through the entire course and particularly during the research process.

I am equally indebted to the staff at the Kenya Police Headquarters for their continuous logistical support and words of encouragement through the research process, particularly during data collection.

TABLE OF CONTENTS

LIST OF ABBREVIATIONS AND ACRONYMS

APS - Administrative Police Service

C.I.D - Criminal Investigation Department

C.O.K - Constitution of Kenya

CCTV - Closed-circuit television

D.C.I - Director of Criminal Investigation

D.C.P - Deputy Commissioner of Police

G.O.K - Government of Kenya

G.S.U - General Service Unit

I.C.T - Information Communication Technology

I.G - Inspector General

IPOA-Independent Policing Oversight Authority

KPS - Kenya Police Service

N.P.S.C - National Police Service commission

NPS - National Police Service

O.O.P – Office of the President

UN – United Nations

ABSTRACT

Implementing strategy entails converting the organizations strategic plan into action then into results. The objective of this study was to examine the challenges of strategy implementation at National Police Service in Kenya. This study was conducted as a case study. An intense and comprehensive study was conducted on challenges of strategy implementation at National police service. Primary data source was used in this study where data was obtained through interactive interviews. Targeted interviewees comprised of 7 senior managers at Kenya Police Headquarters. These were, administrative secretary, Chief Finance Officer, Chief Economist, Directors of Planning, operations, personnel and administration, Police reforms. The nature of data collected was qualitative and was therefore analyzed using content analysis technique. The information provided by the interviewees was analyzed to enable the researcher to make a scholarly judgment on the challenges of strategy implementation at the National Police Service. Lack of appropriate technology, inadequate personnel, inadequate funding, influence from the external environment and organization culture where cited as some of the challenges affecting implementation of strategies. The study concluded that for effective strategy implementation at the National Police Service, there needs to be adequate financing to meet the costs of strategy implementation, the funds allocated should be received on schedule without delays, there shouldn't be internal changes to the fund allocation for strategy implementation, there must be adequate resources to cater for training related to strategy implementation and financing should cater for fluctuations in the industry arising from factors beyond the organization. The study further concluded that for effective strategy implementation the organization must have adequate and competent personnel to handle fund management and the organization should effective internal control systems that can enhance fund utilization. Further, it was concluded that the organizational structure should be one which enhances internal communication which is key in enhancing strategy implementation, the organizational structure should be tailored in such a way that it facilitates the process of strategy implementation effectively and efficiently and the composition and structure of the board should be geared towards enhancing strategy implementation in the organization. Finally, the study concluded that for effective strategy implementation in public sector organizations appropriate use of information technology is needed in order to give the organization valuable assistance in implementing strategies. The study recommended measures to mitigate the challenges which include; training of employees to increase performance, development of an open communication system among the different levels of staff, government support through provision of adequate resources, alignment of organization culture to strategy, employee involvement in the strategy formulation process and also alignment of structure to strategy. The national police service should also involve all its stakeholders in the strategy implementation process.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

The evaluation of strategic management is aimed at establishing the relationship between an organization and its environment in order to be successful (Mintzberg, 1988). Progress in technology, communication made it impossible for the organizations to constantly come up with strategies aimed at attaining competitive advantage. Organizations should come up with strategies which are crucial for their existence. Success of these strategies depend on their implementation (Ginsberg, 1988). However in spite of the crucial role played by strategies, the implementation process still remains a milestone to many organizations (Gupta, 1984).

This raises concern as the implementation forms the basis for whether the strategy employed will be successful or not (Foster and Browne, 1996). Particularly, no matter how well a particular strategy was formulated, if it is not well implemented, it will not achieve its set targets (Beer, 1990). Successful implementation is made difficult by other factors which include organization culture, structure adopted by the implementers (Heracleous, 2000). Additionally, organizations are faced by many issues in executing their strategies. This include but not limited to; ineffective management, low commitment to the strategy and inadequate capabilities (Beer and Eisenstat, 2000).

The National Police Service faces unprecedented pressure to improve its services to the people of Kenya. In the last five years, several changes have been witnessed in the National Police Service related to recruitment of personnel, pay structure, modern equipment and better working conditions yet the efficiency does not match the changes.

The inspector general of Police looks forward to leading police officers who are devoted, dedicated to discharging their duties, freely interact amongst themselves and the public, know their professional code of conduct, hold high integrity levels, and their work is appreciated by the society at large (Ransley Report, 2009). These strategies are part of the police reforms and also the goodwill of the Kenyan population. An international survey undertaken in 2013 described Kenyans is the most optimistic people. This optimism can be enhanced among the Kenyan people by implementing the proper strategies in the national police service.

1.1.1 Concept of Strategy

Strategy entails the alignment between an organization's resources and the external opportunities as well as the risks it faces and its set targets (Thompson & Strickland, 1998). Particularly, it aims to provide guidelines to the organization that allow it to respond to threats and opportunities by analyzing the external environment in order to achieve its objectives (Pearce and Robinson, 2007). Strategies act as a game plan and give the firm and stake holders a sense of direction towards the achievements of their set goals (Chandler, 1962).

Matching an organization strategy to the external environment is critical because it helps the organization to achieve a competitive advantage in the market considering that the environment provides resources to the organization. Strategy is the interplay of forces between the organization and the external environment. Through formulation of strategies according to the desired objectives, the firm is able to accomplish a lot as posited by Rapa and Kauffman, (2005). Strategies come in handy where the intended

objectives are many and therefore attainment of these strategies is only possible through formulation of strategies.

The strategy implementation stage is not entirely a smooth process, it is faced by various challenges that limit their potential (Alexander 1985). These challenges include; inadequate time allocation to the strategies, human resource capacity insufficiency, inadequate resources, lack of monitoring and evaluation of the strategies and uncontrollable factors in the external environment. Hence before initiating the strategy implementation process these factors ought to be carefully evaluated (Alexander, 1985).

1.1.2 Strategy implementation Practices

Beer and Eisentat (1996) suggested three issues necessary for success in implementation. First, the change process should be systemic implying that issues concerning both the systems and people in the organization should fit with each other. This is a very significant issue in the organization. Secondly, during the process of change, there should be open discussions about the issues that hinder the organization from adopting and implementing strategies. The best way to get useful information during the open discussions is to make sure that all the employees across the different levels of the organization are wholly involved. Thirdly, the authors proposed that the change process should include all the concerned stakeholders through creation of mutual partnerships.

Beer and Eisentat (2000) further outlined other issues that act as impediments during the implementation of strategies. These factors are; lack of clear strategy, top leadership that is not effective, free style leadership, poor communication that follows the chain of

command, lack of coordination network among the various departments and finally poor managerial skills.

Alexander (1985) suggested a framework to deal with the problems from a different perspective as opposed to the suggestions made by Beer and Eisentat (2000). These include; good communication in the organization, starting off with a good idea, presence of enough resources, involvement of the employees in the organization and existence of a good implementation plan. Findings from different researchers reveal that there is no one best way to implementing strategies in an organization. Every organization implements strategies based on the organization's requirements, goals and objectives.

1.1.3 The Security Organs in Kenya

The security organs in Kenya include the provincial administration, Kenya Armed Forces, the National Security Intelligence Service (NSIS), the Kenya police and the Administration Police. The Kenya Armed Forces (Army, Air Force and Navy) commonly known as the Kenyan military was established under the Armed Force Act, Chapter 199 of the Law of Kenya, with the responsibility of defending the country under overall control and direction of the Defence Council. Its key responsibility includes defending the country against armed external aggression and supporting the civil authority in the maintenance of order. The National Security Intelligence Service (NSIS) was established under the NSIS act No 1998 and is responsible for collecting/analysing information and gathering intelligence on national security for purposes of detecting and identifying any threat to national security.

The Kenya police mandate is to maintain law and order, protection of life and property, border patrol as well as investigation crime. Administration Police are charged with the responsibility of assisting the provincial administration and other agencies in execution of their mandate, provide policing and paramilitary services to compliment the Kenya police and to provide alternative capacity for use during situations of state emergencies (C.O.K, 2010).

1.1.4 The National Police Service

The creation of the National Police Service is provided for by the Constitution, the National Police Service Act 2011 and the National Police Service Commission Act 2011. In accordance with the provisions, the National Police Service consists of: The Kenya Police Service, The Administrative Police Service and The Directorate Criminal Investigation. The National police service is charged with the responsibility of maintaining law and order, prevention and investigation of crime, taking action on those who break the law as well as conducting regular patrols within the residential and commercial areas to combat crime.

The service has had its organization structure realigned to include the inspector general, deputy inspector general, county commanders, sub county commander, station and post commanders. Under the office of both deputy inspector general there are several directors i.e. operations, planning and administration. These directors are responsible for the service strategic plan among other functions (The Kenya Police Service Strategic Plans, 2003: 2008).

The Kenya Police Strategic Plan (2008 – 2012) has its strategic priorities more or less the same as the previous strategic plan of 2003 – 2007 with the addition of public – private partnership aspects and monitoring and evaluation system. The inclusion of priorities of the previous strategic plan indicates that they were not addressed to a satisfactory extent while inclusion of public private partnership as well as monitoring indicates that these were lessons learnt. The effect of the past strategic plans' implementation on the organization performance of the Kenya Police Service has not been evaluated. The strategic plan (2008-2012) has only highlighted the achievements of its predecessor and acknowledged room for improvement without focusing on the challenges and weaknesses experienced in its implementation.

The current strategic plan (2013-2017) highlights corruption, lack of scheme of service, slow adoption and poor record of internal accountability as among the challenges that the police face. The plan entails renewed focus on intelligence-led policing, enhancing surveillance by incorporating CCTV cameras and integrating vital data needed for effective management. The plan calls for harmonization of terms and conditions of service and proper handling of the vetting process and continuous recruitment.

1.2 Research Problem

All organizations exist as open systems. This means that they impact and are impacted by external conditions largely beyond their control. It thus calls for the managers to look beyond the limits of the organization's operation and formulate appropriate strategies in order to be able to attain their set targets and goals (Pearce & Robinson, 2002). Though most organizations are able to effectively formulate innovative strategic

plans, very few of these strategies are implemented. This has seen numerous studies and research being conducted so as to determine the challenges faced during strategy implementation. No study has been done to establish the challenges of strategy implementation at the National Police Service of Kenya.

Aosa (1992) carried out an empirical investigation of aspects of strategy formulation and implementation within large, private manufacturing company. The study investigated strategic management practices in Kenya. His findings were, implementation takes longer time that was originally allocated, uncontrollable factors in the external environment, unforeseen obstacles, surfacing during the implementation that had not been identified, competing activities among others as challenges of strategy implementation. Awino (2000) studied the effectiveness and problems of strategy implementation of financing higher education in Kenya. His findings were that policy framework was inadequate.

Kingori (2013) investigated the factors influencing police officers' perception of police reforms: a case of Kenya Police Service, Nairobi County. Training had the highest effect on perception of police reforms in Kenya, seconded by staffing followed by recruitment, then terms of service and legal structure having the lowest effect on the perception of police reforms in Kenya. Kiraithe (2011) studied management of strategic change at Kenya Police Service. He noted that resistance to change was still a major barrier to successful change management.

Chtalu (2014) examined the challenges affecting police reforms within Nairobi County. The study revealed that police reforms had not elicited noticeable recognition from the police officers. Mutemi (2014) examined the performance of the police reservists in Kenya. The study identified and prioritized legal/policy gaps on the basis of their level of threat to effective reservists performance. These include ambiguity on the procedure on remunerative allowances, lack of clear guidelines on recruitment and deployment, inadequate guidelines on supervision and control, lack of clear guidelines on training, lack of guidelines on medical cover, injury and life compensation. Karanja, Were and Leah (2012) undertook a study on the factors influencing service delivery in the national police service: a case study of Kenya police in Nairobi county. The study noted that adoption of ICT by the police service has a positive impact on service delivery to citizens.

Due to contextual, sectoral and managerial differences, strategy implementation challenges found from previous studies cannot be assumed to explain strategy implementation challenges in another organization unless empirical studies suggest so. This creates a knowledge gap. The study therefore sought to answer the question; what are the challenges that influence strategy implementation at the National Police Service of Kenya?

1.3 Research Objective

The objective of this study was to examine the challenges of strategy implementation at National Police Service in Kenya.

1.4 Value of the study

The findings of this study may be of value to Kenyan firms and organizations experiencing turbulent times. The insights on strategic responses by a successful firm can offer lessons and make both anticipation and management of change by these firms better. To National police service, this study may be more of an evaluation that may enable the organization to recognize faults and room for improvement to make its future experiences better.

The policy makers, regulators and government in general may have an opportunity to understand the changes that are in current business environment particularly in National police service and perhaps improve it to facilitate appropriate responses as we enter regional and global markets which are competitive.

Scholars and researchers will look upon the results of this study for further research on influence of various specific challenges on strategy implementation in an organization. This may help in compilation of data that may enhance development of efficient organization strategies based the identified factors. The study shows the significance of processual theory for the National Police Service on how to adapt to the market environment. It also creates emphasis on strategies to integrate patterns and stream of actions and decisions in strategy implementation.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter presented review of relevant literature on strategy implementation. It presented the theoretical foundation, literature on strategy implementation, assessing the effectiveness of strategy implementation and lastly challenges affecting strategy implementation.

2.2 Theoretical Foundation

Several theories explain the significance of strategy implementation among the National Police Service. This section discussed theory of strategic management adapted from Whittington's generic schools of deterministic emergent strategy (Whittington, 2001) and the dynamic model of the strategy process (Lindblom, 1959).

2.2.1 Processual theory

Processual theory was laid by American Carnegie School (Cyert & March, 1963). It focused on the complexity within an organization. They argue that rational long-term planning is ineffectual due to unpredictable behaviour of people and unpredictable business environment, unlike classicists. Under this perspective, the micro- political view implies that firms are not only made up of its single goals, but also pluralist individualist's interests, unlike the classicists and evolutionists.

Proponents of this theory believe that strategy arises and may be explained well after the event has occurred. Strategy is conceived out of action in response to current and anticipated events. Strategy implementation influenced by a processual view should

consider issues of context, culture and process. The processual view recognizes that, although in each organisation strategy may differ, general patterns can emerge. Alignment results from internal shared culture, rather from specific applications or uses of strategy. Both the internal and external context as well as historical context is important. Organizational process must be geared towards providing competitive advantage.

2.2.2 McKinsey 7s model

This theoretical model was introduced by Waterman and Peters in the 1980s and has hereafter been used for strategy implementation practices. The McKinsey 7s Model holds that for an organization to perform effectively, 7 elements ought to be integrated together. These seven elements take account of structure, strategy, systems, skills, style, staff and shared values (Peters & Waterman, 1982). For the organizational objectives to be attained, these seven elements ought to be effectively aligned.

Human resources are however given more emphasis to contribute more on effectiveness of strategies as compared to the traditional mass production tangibles of capital, infrastructure and equipment (Modahl, 2000). McKinssey 7s Model postulates that for effective implementation of strategies, the seven basic elements should be put in outmost consideration. Its implication to the study is that the major determinants of strategy implementation are the structure, strategy, systems, skills, style, staff and shared values of the NPS itself and not necessary the capital or infrastructure. Thus it can be used as a framework in ensuring effective implementation practices.

2.2.3 Stakeholder Theory

The Stakeholder's Theory is a theory of management and implementation practices that was initially introduced by Freeman (1984). The theory integrates both a resource based view and a market based view indicating that the managers of a particular firm's should have their interests based on the success of firms. The theory holds that the managers ought to formulate and implement strategies which satisfy the interests of all participants of an organization and it is therefore prudent to prioritize the needs of the stakeholders (Donaldson & Preston, 1995).

Lang field, (1997) adds on indicating that the management should have clear objectives of the firms and how to implement them. The theory's approach emphasizes more on active management of the business environment, relationships and promotion of shared interests. Using this theoretical framework, the determinants of the strategy implementation are majorly based on the managers' decisions. Thus the management is hypothesized to be a great determinant of how the strategies are formulated and implemented.

2.3 Strategy Implementation Process

Strategic management has grown to importance over the last 5 years, largely on account of the increasing complexity of modern organizations. The process of strategic management does not end when organization makes decision as to what strategy to pursue. It calls for consideration of several steps from formulating vision and objectives to their implementation (Pfeeffer, 2006).

Tools for successful implementation include annual objectives policies and functional strategies. Short terms objectives are milestones that organization must achieve to reach long term objectives. The other tool for successful strategy implementation is functional strategies. Functional strategies are short term activities that each functional areas within the organization must undertake to implement the grand strategy (Pearce and Robinson, 1997). The design and management of these strategies in a coordinated manner ensures good interrelationships with each other and subsequently allows implementation of competitive strategy. This leads to achievement of the organizational goals and objectives and creates a competitive advantage for the organization.

2.4 Assessing the Effectiveness of Strategy Implementation

From a corporate governance researcher's perspective and also from the point of rating agencies and the individual shareholder, the question of interest which builds on the preceding discussion is; how the effectiveness of board members contribution to the firms intended strategy can be monitored and measured. Huse & Gabrielsson (2004), states that action research would be best suited to assess how effective board members are in fulfilling their role in strategy implementation.

One major difficulty corporate governance researchers face, however, is that the chance for participatory observations is an exception rather than the rule (Pettigrew et al., 1992). It can therefore be proposed to look at the field of strategy process research that centers on the investigation of strategy formulation, implementation and strategic change (Van de Ven, 1992).

2.5 Challenges of Strategy Implementation

The strategy implementation process is very delicate and thus ought to be closely evaluated and monitored. This is attributed to the fact that without proper strategy implementation, numerous challenges are prone to occur. In-existence of proper strategies can be detrimental to the organization because it is strategies that provide direction to the organization. Successful implementation of strategies is made difficult by factors which include; organization culture, structure adopted by the implementers, ineffective management, low commitment to strategy and inadequate capabilities (Beer & Eisentat, 2000).

Omeje & Githiaro (2010) in their study on challenges facing state policing and its strategy execution in Kenya, an empirical study noted: Transport deficiencies, human resource capacity deficiencies, poor terms and conditions of service, budgetary deficits, the rise in transnational and organised crimes, corruption ,and political interference as the major obstacles to policing and strategy implementation.

Though the creation of the national police service commission and the office of the inspector general in the new constitution has brought immense benefits to state policing in Kenya, lack of clearly spelt out functions of the commission and the inspector general of police has at times brought confusion where the commission has been accused of overstepping the operation functions of the inspector general. This has led to slowed decision making and a times legal battles leading to waste of time and loss of public confidence. The report by Usalama watch forum a none governmental organization on the police vetting noted lack of proper understanding on the commissions vetting

regulation by both the public and police resulting to low participation by the public and stalling of police strategy implementation.

2.5.1 Effect of Commitment of Top level Management

The top management refers to the officials involved in overseeing that the strategies are formulated and implemented. The managers' commitment entails them ensuring that they not only perform their roles but also offer motivation and support to lower rank employees (Rapa & Kauffman, 2005). By doing this the strategy plans will be well developed and implemented. Thus the management must demonstrate willingness to give energy and loyalty to the implementation of strategies by also accepting ideas from the employees as noted by (Kotter, 1996). The commitment will portray a positive signal to the employees who will put more effort into implementing of the strategies. Lack of commitment and poor management skills has been attributed to be the failure of most strategies being implemented despite them being well formulated (Mintzberg et al, 2003).

2.5.2 Organization Resources

Organization's resources refer to the physical, financial, technological and human inputs available in ensuring effective implementation of strategies. It is not possible to implement the strategies without the appropriate resources. Moreover, the resources are all interlinked together to ensure effectiveness of the implementation process (Olson, Slater, & Hult, 2005). Human resource consisting majorly of the employees and appropriate personnel, use the other resources to ensure the strategy plan implementation is followed to the later. The management should thus ensure that their

budgets are allocated appropriately to the required resources. Hence putting strategy into action requires coordination and allocation of the appropriate resources (Johnson et al, 2005).

2.5.3 Effect of Organizational Structure

The organizational structure as described by Alvesson (2002) is how the organization operates. The organizations' structure indicates to how the time is spent, which activities are given more focus, how the decision making process is conducted and the method of conducting operations. Hence organization structure is a major determinant as it is core of all the organization behavior, including strategy implementation.

Proper organization structure will enhance openness among the employees and the management. This facilitates how information is conveyed and highly boosts the required personnel to follow the strategy plan efficiently. Moreover Miller (1985) perceives that there is there is an intrinsic association between strategy formulation and structure of the organization. Consequently before undertaking the implementation process for any strategy, the organization's structure should be considered and analyzed for adaptability with the intended strategy plan (Okumus, 2001).

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter set out various stages and phases that were followed in conducting the study. The following subsections were included; research design, data collection and instruments and finally data analysis.

3.2 Research Design

This study was conducted as a case study. An intense and comprehensive study was conducted on challenges of strategy implementation at National police service. This focus enables the researcher to cautiously study the order of events as they occur or to concentrate on identifying the relationships among functions, individuals or entities (Robison, 2003).

Case studies place more emphasis on a full contextual analysis of fewer events or conditions, and their inter relations (Cooper & Schindler 2006). Since this study looked at the challenges of strategy implementation at the National police service a case study was deemed to be more appropriate since there was no other organization that could be compared to the National police service.

3.3 Data Collection

Primary data source was used in this study where data was obtained through interactive interviews. According to Mugenda and Mugenda (2003), primary data refers to data that the researcher collects from respondents while secondary data refers to data from other sources like records and documents, thus primary data is considered more reliable and up

to date. The main instrument of data collection in this study was an interview guide. In-depth interviews also encourage capturing of respondents' perceptions in their own words, a very desirable strategy in qualitative data collection.

The interview guide was administered to 7 senior managers at Kenya Police Headquarters. These were, administrative secretary, Chief Finance Officer, Chief Economist, Directors of Planning, operations, personnel and administration, Police reforms. Qualitative research encourages a person to reveal information in details opposed to other data collection methods. These interviews endeavor to identity challenges of strategy implementation. Thus, the respondents' response may give an insight to his feelings background, hidden motivation interests and decision and give as much information as possible without holding back (Robinson, 2002).

3.4 Data Analysis

Data analysis is the whole process, which starts immediately after data collection and ends at the point of interpretation (Kothari, 2004). The nature of data collected was qualitative and was therefore analyzed using content analysis. This is a technique of making inferences by systematically and objectively identifying specific characteristics of messages as the basis to relate trends (Nachmias & Nachmias, 1996).

It captures a qualitative picture of interviewees, concerns, ideas, attitudes and feelings. In addition, it provided valuable historical and cultural insights through analysis of texts. The information provided by the interviewees was analyzed to enable the researcher to make a scholarly judgment on the challenges of strategy implementation at the National Police Service.

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction

The research objective was to examine the challenges of strategy implementation at National Police Service in Kenya. The researcher interviewed 7 senior managers at Kenya Police Headquarters comprising; administrative secretary, Chief Finance Officer, Chief Economist, Directors of Planning, operations, personnel and administration, Police reforms. who were expected to respond to questions in the guide under the direction of the researcher. This chapter presents the analysis and findings with regard to the objectives and discussion of the same.

4.2 Strategy Implementation at the National Police Service

This study was related to strategy implementation at the National Police Service (NPS) and as expected, interviewees were interrogated to know their understanding about strategy implementation in the organization. Accordingly, all the respondents stated that strategy implementation at the NPS was through the National Police Service Strategic Plan 2013-2017 which identifies the following priority areas and strategic objectives: implementation of reforms in the Service, strengthening of Policy regime, development of Physical Facilities, application of ICT in policing work, improvement of Staff welfare: housing, salaries and allowances, capacity Building and enhancement of Officers, research and Development in crime areas as well as changing Police Image & Culture.

4.3 The Role of Stakeholders in Strategy Implementation

The study identified several stakeholders in strategy implementation as Employees, Leadership Management, National Police Service Commission and Independent Policing oversight Authority (IPOA). The stakeholders played a major role in enhancing the National Police Service achieve it mandate.

4.3.1 Employees

The respondents revealed that during the whole strategy formulation and execution process it is important to involve both middle and low level staff in making decision. Successful strategy formulation and implementation calls for participation of all staffs in the organization but in the end it is the employees who execute the strategy. Senior management is responsible for crafting strategy and subsequently spending considerable time to discuss with managers and other employees.

Earlier involvement of staff in the organization opens up the debate and development of strategy through open participation and thus minimizes the chances of resistance to change. The merit of employee involvement in decision making include; minimal resistance to change, clear decisions, good strategy know-how, organizational learning, easy adoption of the strategy and job comfort.

4.3.2 Leadership Management

It was evident from the study that the role of leadership management is leading and setting the tone, pace, and style of strategy implementation. This can be achieved in a number of ways where the strategy implementer may decide either to play an active role,

low profile or act incognito. There is also delegation of roles or deep commitment to implementation.

The existence of well trained staff and sound internal organization is key to successful execution of strategy. Three organizational issues that are critical; internal organization structure that responds to the needs of the organization, gaining skills and competencies for competitive advantage and provision of technical expertise by recruiting competence staff for key positions in the organization.

The top leadership's dedication to the strategic direction is vital and managers must endeavour to engage the staff of their opinions for strategy implementation to be effective. The absence of leadership's commitment to their roles leads to the lower levels of employees not supporting strategy implementation. The top leadership must demonstrate their willingness to give energy and loyalty to the implementation process for it to succeed.

The study established the following responsibilities for top leadership in strategy implementation at the National Police Service: Provide strategic leadership in the command structure and system for efficient administration of the Service. Facilitate and coordinate implementation of all policies, regulations & guidelines affecting the NPS. Guide implementation of Police Reforms in accordance with the laid down legislative regime. Undertake establishment of linkages with strategic partners and international police agencies. Facilitate modernization of the Service. Strengthen Institutional Capacity for Effective Service Delivery and change police image & culture.

4.3.3 National Police Service Commission

The respondents revealed that the National Police Service Commission (NPSC) is one of the independent commissions established under Chapter Fifteen of the Constitution 2010. The Commission is established under Article 246 of the Constitution. It took over, among other functions, the human resource management function of the Police Service that previously was being handled by the Public Service Commission. The establishment of the National Police Service Commission to specifically oversee the human resource functions of the National Police Service is not only anchored in the Constitution, but also a culmination of findings and recommendations by various task forces appointed by the Government on the role of the Police in providing security and maintaining law and order.

4.3.4 Independent Policing oversight Authority (IPOA)

The respondents revealed that the independent policing oversight authority is an independent oversight mechanism established through an act of parliament. The mandate of IPOA is to investigate complaints against members of police service by the public and make recommendations to the service or state organs for implementation.

4.4 Linking Police Functions to the National Police Service Plan

The study established that the National Police Service draws its mandate from the political pillar of the Kenya Vision 2030 where the main mandate includes; promotion of the rule of law accountable and transparent staff, custodians of members of the public, securing the country, prevalence of peace and solution to human conflicts as well as

enhancement of the bills of rights. From the long-term plan vision 2030 the National Police Service has come up with a short term plan which is the 2013 – 2017 strategic plan and the national police service modernization plan. The police leadership is then charged with translating the strategy into actions and then deliver the results.

4.5 Challenges of Strategy Implementation at the National Police Service

4.5.1 Inadequate / Lack of Finance

According to the respondents the annual budgetary allocation to the NPS is inadequate and thus hinders effective service delivery to the Kenyan citizen. The respondents further noted that the budgetary allocation is prone to misappropriation and misplaced priorities and this was partly attributed to the policy makers and civilians staff who do not understand key areas where to allocate more resources as opposed to others.

It was also noted that there is no involvement of the police in the budgeting of public finance since security is considered to their core duty and are perceived to possess little knowledge in matters of financial management and resources allocations. The National Police Service receives its annual budgetary allocation through the office of the president and thus results into delays in the disbursement of funds.

A comparative study on recurrent expenditure carried out in the office of the president between 2010 and 2014 showed that allocation to the security services (KPS, Administration Police, General Service Unit) accounted for the highest disbursement of over 64% to 79% in that period. Despite the fact that KPS received the highest allocation (an average of 30%) their allocation went down due to emergencies that arose such as

natural disasters and terrorists attacks and other organized crimes). Development expenditure stood at 9% of the budgetary allocation.

As a matter of fact, in 2013 to 2014 financial year the OOP received 6.72% of the national budgetary allocation and at that time the police recurrent expenditure was 35% translating to Kenya shillings 8.5 billion while Kenya shillings 517 million were used on capital expenditures. This implies that the police development project were not properly implementation due to inadequate financial resources. This allocation falls short of the budget required to actualize the issues contained in the current 5 years strategic plan.

The current 5 year strategic plan (2013-2017) of the national police service looks at spending 15 billion in acquiring and rehabilitating police housing and offices and also improving cells and residential units. The presence of competing needs and the emergency situations in the office of the president poses a great challenge to police expenditure on capital project. The respondents also heighted the transportation and housing constraints that arise from inadequate budgetary considerations to the NPS.

4.5.2 Use of Obsolete/Inappropriate Technology

According to the respondents insufficient, outdated, poor quality and unreliable infrastructure assets and services constrains growth at the NPS. Poor infrastructure performance is often a result of: Insufficient spending, poor planning, insufficient coordination and weak analysis, Corruption and the pursuit of political gain as well as poor maintenance.

At the most fundamental level, there is too little investment in infrastructure assets, their maintenance and the delivery of their associated services. However, the lack of proper allocation of funds to enhance reliable infrastructure of assets and services may be a resulting factor of misappropriation of funds, poor asset maintenance, misplaced investment priorities, rising from poor project planning among other problems. So the solution is not only about spending more but spending better.

Good planning, coordination, and analysis of potential projects go a long way to ensuring that the right projects are selected, supported, and ultimately that they deliver value for money and high quality services. Selection of projects that may be appear to benefit the organization are at times shelved off at the expense of other projects. This occurs due to conflict of interest, political influence and sometimes the projects postponed to take care of more emergent work-related situations.

Other less beneficial projects may also be undertaken as per the top management decisions. Corruption related issues are also evident in capital intensive projects thus resulting to substandard and stagnant projects. Additionally, poor maintenance and servicing of the assets increases the lifetime expenditure and decreases service quality.

4.5.3 Inadequate Personnel

The national police service faces shortage of staff and this is a challenge to service delivery to the people of Kenya. The estimated number of the Kenyan police is about 40,000 officers and this interpret to a police-public ratio of 1:1000 considering the Kenyan population is 40 million citizens based on recent population census. This is higher than the United Nations ratio of 1 police officer to serve 450 citizens (1:450).

The study revealed that there is a further shortage of officers which arises from officers who are assigned to other administrative duties such as guarding the political class, driving and security senior government officials such the president, deputy president, cabinet secretaries, governors, senators, members of parliament, diplomats and high commissioners. This reduces the number of officers actively engaged in law enforcement and crime prevention.

The respondents observed that other government department should be allowed to offer non-core activities by replacing the police drivers to actively engage in security related issues. The study also noted that the police numbers are also affected by forces of natural attrition, injuries sustained at work, dismissals from the service and the search for better remuneration from other potential employers.

The increasing trend of the Kenyan population figures calls for policy makers to adopt appropriate strategies to ensure that police numbers are increased through continuous recruitment exercises. There was a recruitment freeze between 2008 to 2010 but that was lifted up in 2011 to address the increasing Kenyan population who need access to security services.

The respondents argued that the recruitment freeze was necessitated by the need to establish the national police service commission whose responsibility is to look at the terms of conditions of service, recruitment and training, promotions and transfers, discipline among others. The study also noted that several stakeholders were engaged to come up with a new training curriculum for police recruits to improve service delivery to the people of Kenya and meet the changing needs of the business environment.

4.5.4 Influence from the External Environment

The study determined that external environment is an important factor of consideration in understanding the organization business environment and its performance. NPS must therefore study its surrounding outside environment to identify the forces that have the potential to affect its operations either positively or negatively. These forces outside the institutions are critical because they help to identify the potential opportunities and threats faced by the organization. The organization must therefore adopt strategies that can help to achieve competitive advantage in the business environment

Changes in the external environment often lead to a change of strategy in the organization in order to achieve its goals and objectives. Organizations are open systems and they constantly rely on the external environment for survival. It is external environment which provides resources to the organization.

4.6 Other Challenges

Most of the respondents confirmed that policies, procedure and support systems were considered to be key to strategy implementation. Most of the respondents acknowledged that the existing policies, procedures and support systems were not supportive of the strategy implementation. It was indicated that the policies, procedures and support systems at the ministry had to be consistent with the broader policies of the government whether those policies were favorable to the NPS specifically or not. The major aspects of the policies that posed a challenge to the strategy implementation were leadership policies, reward policies motivational, resource allocation policies and budgetary allocation.

The respondents confirmed that communication about strategic plans to employees is critical because it holds them responsible and accountable for their actions. This was particularly so because of the formulation of the strategic plans, there was very little involvement of the middle and lower level carders of employees. The respondents also noted that the communication of the responsibilities and accountability had not been sufficient. The respondents indicated that the senior management which was involved in the formulation of strategy and operational plans, the middle and lower levels of management who engaged in the actual implementation of the strategy were merely assigned responsibilities. This has not been supportive of the strategy implementation.

Another factor that influences strategy implementation is the organizational culture. Strategies must be aligned to the organization culture for them to be developed and implemented in the right way. Policies, procedures, norms , goals and objectives should be set up in the organization to play a key role in developing an organizational culture that considers the strategy of the organization in the long run. Organizational culture influences leadership style of managers, understanding of strategy implementation, identification of difficulties and obstacles during implementation, how managers make decisions and the dominant values, beliefs and norms.

Organization culture influences flexibility and adaptability, organization stability and common goals. Organizations that assume an open system culture embrace change because of their flexibility as opposed to the close systems that are rigid and resistant to change. Strategy implementation requires an employee culture that is based on mutual understanding, integrity, team spirit, respect for diversity, consideration, respect and unity. Employees who enjoy good work relationships among themselves achieve high

productivity levels and this increases profitability and overall improvement on organizations performance. A good employee culture is never resistant to change.

4.7 Recommended Measures to Mitigate the Challenges

The study requested the respondents to suggest measures to mitigate strategy implementation challenges they had pointed out. Accordingly, the respondents suggested the following;

There is need for the organization to train its staff and also hire employees with the right academic and professional requirements to help the organization implement its strategies successfully and achieve organizational excellence. Continuous training should also be encouraged within the organization.

Development of a good open communication system among the different levels in the organization will provide a warm cordial relationship amongst staff and as such help them to understand and actively play their roles in the strategy implementation process. This will enable the organization to meet its goals and objectives.

The government should support the NPS by proper allocation of adequate resources in a timely manner and this will help match in the strategy implementation process. It is the responsibility of the organization to provide relevant information on the policies procedures and other organizational practices that can lead to successful implementation of strategy in the organization.

Senior management should adopt a structure that is aligned to the strategies of the organization. Aligning these structures to strategy will require commitment and support from the directors and heads of different department within the organization.

The organizational leadership should ensure there is enhanced effective communication and coordination of activities throughout the implementation process. This can be achieved by adopting flat organizational structures as opposed to the tall structures. Healthy relationships amongst the organizational department are key to successful strategy implementation and this is realizable through team work, training workshops and participation in organizations' social events.

Top management should focus on commitment by all decision makers and other stakeholders towards realizing organizational goals and objectives. The leadership should ensure there exists good interpersonal relationship amongst its staff and this is a great catalyst for successful implementation of strategy. Employee involvement is critical during the strategy formulation process because it helps the employees to voice out their opinions in regard to the strategies and also inspires them towards successful strategy implementation.

The top management should come up with good strategy control systems that have the capacity to follow up on strategy execution and subsequently offer corrective measures in the implementation process. The top command should ensure that employee performance is matched with organizational reward and compensation system and this improves employee morale and motivation.

4.8 Discussion of Findings

The study found out that strategy implementation was through the National Police Service Strategic Plan 2013-2017 which identifies the following priority areas and strategic objectives: implementation of reforms in the Service, strengthening of Policy regime, development of Physical Facilities, application of ICT in policing work, improvement of Staff welfare: housing, salaries and allowances, capacity Building and enhancement of Officers, research and Development in crime areas as well as changing Police Image & Culture. These findings are similar to those by Mobisa (2007) that tools for successful implementation include annual objectives policies and functional strategies. Short term objectives are the basis for achieving the future goals of the organization. They provide the direction to the members of the institution on how to move to the future goals after accomplishing the short term plans.

The research findings agree with the stakeholder theory which is an integration of both a resource-based view and a market-based view indicating that the managers of a particular firm should have their interest based on the success of firms. This theory holds that managers should formulate and implement strategies which satisfy the interests of all participants of an organization and that the interest of stakeholders need prioritization (Donaldson & Preston, 1995). The study found out that the national police service consulted widely with its stakeholders who include; the national police service commission, independent policing oversight authority, employees, and the leadership management among other stakeholders.

The research findings agree with the Mckinsey 7s framework theory which holds that for an organization to perform effectively 7 elements ought to be integrated together. This element includes; structure, skills in terms of personnel, style of leadership, staff, systems and shared values in an organization (Peters & Waterman, 1982). The respondents felt that for effective implementation of strategies at the national police service, these 7 elements should be put into utmost consideration. Successful strategy formulation and implementation was found to require the inclusivity and dedication of the whole organization staff since employees are the ones who have to execute the strategy.

Leadership management's role in the implementation process is to lead and keynoting the tone: pace, and style of strategy implementation. They therefore should use their time and energy to explain their opinions to employees to support the strategies of the organization. Viseras, Baines and Sweeney (2009) on their study found out that for strategy implementation to succeed it is dependent on how people's efforts are dedicated to any organizational activity. Hrebiniak (2006) found out that inclusion and engagement among top managers in the organization forms a strong team that focuses on attaining the organizational goals and objectives through development and adoption of excellent strategies.

The National Police Service Commission (NPSC) was found to be one of the independent commissions established under Chapter Fifteen of the Constitution 2010. The Commission is established under Article 246 of the Constitution. It took over, among other functions, the human resource management function of the Police Service that previously was being handled by the Public Service Commission. The establishment of the National Police Service Commission to specifically oversee the human resource

functions of the National Police Service is not only anchored in the Constitution, but also a culmination of findings and recommendations by various task forces appointed by the Government on the role of the Police in providing security and maintaining law and order. Kramer (2010) is of the view that coordination promotes healthy relationship among people and groups because of the ability to solve problems and solutions together in the best interest of the organization and other stakeholders.

The study found out that the National Police Service draws its mandate from the political pillar of the Kenya Vision 2030 where the main mandate includes; promotion of the rule of law, accountable and transparent staff, custodians of members of the public, securing the country, prevalence of peace and solution to human conflicts as well as enhancement of the bills of rights. From the long-term plan vision 2030 the National Police Service has come up with a short term plan which is the 2013 – 2017 strategic plan and the national police service modernization plan. The police leadership is then charged with translating the strategy into actions and then deliver the results.

The annual budgetary allocation of the Kenyan police was found to be hardly enough to ensure that they discharge their duties effectively. Moreover, insufficient, outdated, poor quality and unreliable infrastructure assets and services constrains growth at the NPS. Poor infrastructure performance is often a result of: Insufficient spending, poor planning, insufficient coordination and weak analysis, Corruption and the pursuit of political gain as well as poor maintenance. The national police service faces shortage of personnel and this poses a challenge to service delivery to its citizens. The estimated numbers of the Kenya police is 40,000 officers and this interprets to a police public ratio of 1:1,000 considering the Kenyan population is 40 million Kenyans based on 2009 population

census data. This is against the United Nations ratio of 1 police officer to serve 450 citizens (1:450).

The research findings on the influence of the external environment was found to be an important factor of consideration in understanding the organization business environment and its performance as forces outside the institutions can either affect the organization positively or adversely. The external environment dictates which strategy is based suited for the organization. Additionally, policies, procedure and support systems were considered to be key to strategy implementation. The policies, procedures and support systems had to be consistent with the broader policies of the government whether those policies were favorable to the NPS specifically or not.

Heracleous (2000) illustrated that environment as part of his learning models is a critical success factor towards successful implementation of strategies. It is imprudent to underestimate the impact of the external environment in developing and implementing strategies. Changes in the external environment results to changes in the strategies adopted by the organization because it is the external environment that provide resources to the organization. Failure to respond to the changing external environment may lead unachieved organizational objectives arising from failed strategies.

Communication about strategic plans to employees was found to be important because it holds them responsible and accountable for their actions. This was particularly so because of the formulation of the strategic plans, there was very little involvement of the middle and lower level carders of employees. Another factor that influences strategy implementation is the organizational culture. Strategies must be aligned to the

organization culture for them to be developed and implemented the right way. Policies, procedures, norms, values, goals and objectives should be set up in the organization to play a key role in developing an organization culture that considers the strategy of the organization in the long run.

The study findings is similar to those of Peng and Litteljohn (2001) who noted that for strategy to be effected successfully, good communication system is critical. The presence of an effective communication system in an institution serves the purposes of passing information, useful in training and also helps learning throughout the process of implementing strategies. In essence, communication is present in every component of strategy implementation because it forms part of the organizing steps, context of the institutions and the goals and the objectives which turns out to have an impact on the whole process of strategy implementation.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary and conclusion as exhibited from the research findings. It also gives suggestions for further research together with recommendations and impact on policy theory and practice.

5.2 Summary

The study found out that strategy implementation was through the National Police Service 5-year Strategic Plan (2013-2017) which identifies the following priority areas and strategic objectives: implementation of reforms in the Service, strengthening of Policy regime, development of Physical Facilities, application of ICT in policing work, improvement of Staff welfare: housing, salaries and allowances, capacity Building and enhancement of Officers, research and Development in crime areas as well as changing Police Image & Culture.

Successful strategy formulation and implementation was found to require the inclusivity and dedication of the whole organizational staff since employees are the ones who have to execute the strategy. Leadership management's role in the implementation process is to lead and keynoting the tone: pace, and style of strategy implementation. They therefore should use their time and energy to explain their opinions to employees to support the strategies of the organization hence achieve the organizational goals and objectives.

The National Police Service Commission (NPSC) was found to be one of the independent commissions established under Chapter Fifteen of the Constitution 2010. The Commission is established under Article 246 of the Constitution. It took over, among other functions, the human resource management function of the Police Service that previously was being handled by the Public Service Commission. The establishment of the National Police Service Commission to specifically oversee the human resource functions of the National Police Service is not only anchored in the Constitution, but also a culmination of findings and recommendations by various task forces appointed by the Government on the role of the Police in providing security and maintaining law and order.

The annual budgetary allocation of the Kenyan police was found to be inadequate to sustain the work operations. Moreover, insufficient, outdated, poor quality and unreliable infrastructure assets and services constrain growth at the NPS. Poor infrastructure performance is often a result of: Insufficient spending, poor planning, insufficient coordination and weak analysis, Corruption and the pursuit of political gain as well as poor maintenance.

The national police service faces shortage of personnel and this possess a challenge to service delivery to its citizens. The estimated numbers of the Kenya police is 40,000 officers and this interprets to a police public ratio of 1:1,000 considering the Kenyan population is 40 million Kenyans based on 2009 population census data. This is against the United Nations ratio of 1 police officer to serve 450 citizens (1:450).

External environment was found to be an important factor of consideration in understanding the organization business environment and its performance as forces outside the institutions can either affect the organization positively or adversely. The external environment dictates what strategy is best suited for the organization. Additionally, policies, procedure and support systems were considered to be key to strategy implementation. The policies, procedures and support systems had to be consistent with the broader policies of the government whether those policies were favorable to the NPS specifically or not.

Communication about strategic plans from employees was found to be important because it holds them accountable and responsible for the actions. This was particularly so because of the formulation of the strategic plans, there was very little involvement of the middle and lower level carders of employees. Another factor that influences strategy implementation is the organizational culture. Strategies must be aligned to the organization culture for them to be developed and implemented the right way. Policies, procedures, norms, values, goals and objectives should be set up in the organization to play a key role in developing an organization culture that considers the strategy of the organization in the long run.

5.3 Conclusion

The study concluded that for effective strategy implementation at the National Police Service, there needs to be adequate financing to meet the costs of strategy implementation, the funds allocated should be received on schedule without delays, there shouldn't be internal changes to the fund allocation for strategy implementation, there

must be adequate resources to cater for training related to strategy implementation and financing should cater for fluctuations in the industry arising from factors beyond the organization. The study further concluded that for effective strategy implementation the organization must have adequate and competent personnel to handle fund management and the organization should effective internal control systems that can enhance fund utilization.

Further, it was concluded that the organizational structure should be one which enhances internal communication which is key in enhancing strategy implementation. The organizational structure should be tailored in such a way that it facilitates the process of strategy implementation effectively and efficiently and the composition and structure of the service should be geared towards enhancing strategy implementation in the organization. Finally, the study concluded that for effective strategy implementation in public sector organizations appropriate use of information technology is needed in order to give the organization valuable assistance in implementing strategies.

5.4 Implications of the Study

The following are some of the recommendations that if implemented can lead to a successful strategy implementation at the NPS. There is need for the organization to train its staff and also hire employees with the right academic and professional requirements to help the organization implement its strategies successfully and achieve organizational excellence. Continuous training should also be encouraged within the organization.

Development of a good open communication system among the different levels in the organization will provide a warm cordial relationship amongst staff and as such help them to understand and actively play their roles in the strategy implementation process. This will enable the organization to meet its goals and objectives.

The government should support the NPS by proper allocation of adequate resources in a timely manner and this will help match in the strategy implementation process. It is the responsibility of the organization to provide relevant information on the policies procedures and other organizational practices that can lead to successful implementation of strategy in the organization.

Senior management should adopt a structure that is aligned to the strategies of the organization. Aligning these structure to strategy will require commitment and support from the directors and heads of different department within the organization. The organizational leadership should ensure there is enhanced effective communication and coordination of activities throughout the implementation process. This can be achieved by adopting flat organizational structures as opposed to the tall structures. Healthy relationships amongst the organizational department are key to successful strategy implementation and this is realizable through team work, training workshops and participation in organizations' social events.

Top management should focus on commitment by all decision makers and other stakeholders towards realizing organizational goals and objectives. The leadership should ensure there exists good interpersonal relationship amongst its staff and this is a great catalyst for successful implementation of strategy.

Employee involvement is critical during the strategy formulation process because it helps the employees to voice out their opinions in regard to the strategies and also inspires them towards successful strategy implementation. The top management should develop good strategy control systems that have the capacity to follow up on strategy execution and subsequently offer corrective measures in the implementation process. The top command should ensure that employee performance is matched with organizational reward and compensation system and this improves employee morale and motivation.

5.5 Limitations of the Study

Scarcity of resources, mainly time and money, was a challenge to the sample size taken by the researcher. A larger sample size and mainly the field offices would have given the researcher a more representative position of the organization. The study involved only the current staff. Those who are no longer in the organization might have had better explanations on their reasons for seeking alternatives opportunities. Some of the respondents didn't disclose much information due to fear of victimization or the assumption of disloyalty to the government. This meant that some of the information received was shallow due to the confidential and sensitive nature of their offices.

5.6 Suggestions for Further Studies

This study aimed at examining the challenges of strategy implementation at National Police Service in Kenya. The researcher recommends that more studies be undertaken to cover the NPS countrywide. Studies should also be undertaken to ascertain the in-depth remedy to the challenges faced by the NPS in implementing their strategies. The study further, proposes that further research is conducted to establish the other variables

that contribute to challenges of strategy implementation such as strategic leadership, reward systems among others. Further research should focus on a comparative study of challenges of strategy implementation in public and private security companies are proposed.

REFERENCES

Aaltonen, P. Ikavalko, H. (2002). Implementing strategies successfully, *Integrated Manufacturing Systems*, Vol. 13 No.6, pp.415-18.

Achoki E. A. (2010) challenges of strategy implementation in the ministry of state for provincial administration. *Unpublished MBA Project*, School of Business, University of Nairobi

Al Ghamdi, S.M. (1998). Obstacles to successful implementation of strategic decisions: the British experience, *European Business Review*, Vol. 98 No.6, pp.322-7.

Alexander, L. (1985). Successfully Implementing Strategic Decisions. *Long Range Planning*, 18(3), pp. 91-97

Alexander, L. (1991). Strategy Implementation: Nature of the Problem, in Hussey, D. (Ed.), *International Review of Strategic Management*, 2(1), 73- 96.

Ansoff, H.I. (1999). *Implanting Strategic Management*, Prentice Hall, Cambridge, United Kingdom.

Aosa, E. (1992). *An Empirical Investigation of Aspects of Strategy Formulation and Implementation within Large, Private Manufacturing Companies in Kenya* Unpublished PhD Thesis, University of Strathclyde, Glasgow, Scotland.

Awino, Z. B. (2000). "Effectiveness and Problems of Strategy Implementation of Financing Higher Education in Kenya by the Higher Education Loans Board". *Unpublished MBA Project*) School of Business, University of Nairobi Kenya.

Beer, M. and Eisenstat, R. (2000). The silent killers of strategy implementation and learning, *Sloan Management Review*, Vol. 41 No.4, pp.29-40.

Beer, M., Eisentat, R. & Spector, B. (1990). Why Change Programs Don't Produce Change. *Harvard Business Review,* Nov-Dec, 158-166.

Burnes, B. (2004). *Managing Change*: *A Strategic Approach to Organisational Dynamics*, 4th edn (Harlow: Prentice Hall)

Campbell, R. & Goold, P. (2000). Strategy implementation: a technique for organizational design. *Journal of Management Studies*, Vol. 34 No.3, pp.465- 85.

Chakravarthy, J. and White, R.E. (2001). Explanation from the Marketing/Human Resources Dyad for Marketing Strategy Implementation Effectiveness in Service Firms. *Journal of Business Research*, 58(6), 201.

Chtalu, K.A. (2014). The challenges that were affecting implementation of reforms within Nairobi County. *Unpublished MBA Project*, School of Business, University of Nairobi.

Constitution of Kenya; chapter 238, 240, 241, 241 (2010)

Cooper, D.R and Schindler, P.S. (2003). *Business Research Methods* (8th edn), McGraw-Hill: New York

Cyert, R.M. & March, J.G. (1963). *A Behavioral Theory of the Firm*. Prentice-Hall, Englewood Cliffs, NJ.

Donaldson, T. and Preston, L.E. (1995). The Stakeholder Theory of the Corporation: Concepts, Evidence, and Implications. *Academy of Management Review*, 20(3): 65- 91.

Edvardsson, M. (2005). Services portrait in service research: a critical review'. *Int. J. Service Industry Manag.* 16(1):107- 121 available at "http://www.emeraldinsight.com/researchregister".

Forster, J. & Browne, M. (1996). *Principles of Strategic Management*. South Melbourne: Macmillan Education Australia Pty Ltd.

Freeman, R. E. (1984). *Strategic Management: A Stakeholder Approach*. Boston, MA: Pitman

Galpin, T.J. (1998). When leaders really walk the talk: making strategy work through people, *Human Resource Planning*, Vol. 21 No.3, pp.38-45.

Ginsberg, A. (1988). Measuring and Modelling Changes in Strategy: Theoretical Foundations and Empirical Directions. *Strategic Management Journal*, 9. 559- 575.

Greg, W. and Elaine, M. (1994). Strategic Planning in Public Sector Organizations. *Executive Development,* 7 (6), 16 – 19.

Gupta, A.K., and Govindarajan, V. (1984). Business Unit Strategy, Managerial Charateristics and Business Unit Effectiveness at Strategy Implementation. *Academy of Managerial Journal*, 27, 24-41.

Heracleous, J. (2000). Translating Strategy into effective Implementation; Dispelling the Myths and Highlighting what works, Strategy and Leadership. *Strategic Management Journal,* Vol. 12 pp.34-9.

Heracleous, L. (2000). The Role of Strategy Implementation in Organisation Development, *Organisation Development Journal*, 18(3), 75-86.

Hill, L.G. & Jones, W.F. (2001). 'Organisational Adaptation: Strategic Choice and Environmental Determinism'. *Administrative Science Quarterly*, 30, 336-349

Hrebiniak, S. (2006). Meta-abilities and the Implementation of Strategy: Knowing What to do is Simply not Enough. *Journal of Management Development* Vol. 17,8.

Huse, M. and Gabrielsson, J. (2004). Past Trends and Future Challenges in Research on Boards and Governance: *A Review of Major Management Journals* between 1990-2002, paper presented at 4th EURAM Annual Conference, St Andrews.

Jawahar, M. and McLaughlin, G.L. (2001). Toward Stakeholder Theory: Organizational Life Cycle Approach. *Academy of Management Review*, 26(3): 397-414.

Johnson, G. and Scholes, K. (2002). *Exploring Corporate Strategy*, Prentice Hall, 6th Edition.

Kamanda C. (2006). Factors Influencing the Regional Growth Strategy at KCB, *Unpublished MBA Project, School of Business*, University of Nairobi

Kenya Police Force (2003). *Kenya Police Force Strategic Plan* 2003-2008; Nairobi: Government Press.

Kingori, J.K. (2013). Factors influencing police officers' perception of police reforms: a case of Kenya Police Service, Nairobi Area. *Unpublished MBA Project*, School of Business, University of Nairobi.

Kiptugen, E. (2003). Strategic Responses to A Changing Competitive Environment. The Case Study of KCB (*Unpublished MBA Thesis*). University of Nairobi, Nairobi, Kenya

Kiraithe, E.K. (2011). Management of strategic change at Kenya Police service. *Unpublished MBA project.* School of Business , University of Nairobi

Kothari, C. R. (2004). *Research methodology: Methods and techniques*. New Age International.

Kramer, L. (2010). *Strategy Implementation Bottlenecks: Identification, Analysis and Removal*, Lappeenranta University of Technology, Lappeenranta.

Lares-Mankki, L. (1994). *Strategy Implementation Bottlenecks: Identification, Analysis and Removal*, Lappeenranta University of Technology, Lappeenranta.

Lindblom, C. E. (1959). The science of muddling through. *Public Admin. Rev*. 19(2) 79–88.

Luis F. Lages & Joana C. F. (2005). "The SERPVAL scale: A multi-item instrument for measuring service personal values", *Journal of Business Research*, 58, (11). 1562–1572.

Meyer, J. (2002). Organizational Communication Assessment. *Management Communication Quarterly*. 15(3). 472 – 479.

Miniace, J.N. & Falter, E. (1996). *Communication*: A Key Factor in Strategy Implementation, 38, 3-19.

Mintzberg, H. (1988). *Mintzberg on management.* New York: Free Press.

Modahl, M. (2000), *Now or Never. How Companies Must Change Today to Win the Battle for the Internet Consumer*, Orion, London,

Moncrieff, J. (1999). Is strategy making a difference? *Long Range Planning Review*, 32 (2), 273-276.

Mugenda, O.M and Mugenda, A.G (2003). *Research Methods, Quantitative & Qualitative Approaches,* Acts Press, Nairobi.

Muguni, I.N. (2007). The Role of Executive Development in Corporate Strategy Implementation, A Comparative Study of KCB and National Bank of Kenya**,** *Unpublished MBA Project*, School of Business, University of Nairobi

Mutemi, W.E. (2014). The performance of the police reservists in Kenya. *Unpublished MA Project*, Humanities and Social Sciences, Kenyatta University.

Muturi J.G. (2005). Strategic Responses by Christian Churches in Kenya to Changes in the External Environment, A Case of Evangelical Churches in Nairobi, *Unpublished MBA Project*, School of Business, University of Nairobi

Nachmias, C. F. & Nachmias, D. (1996). *Research Methods in the Social Sciences.* 5th Ed. St. Martins Press, New York.

Noble, C. (1999). The Eclectic Roots of Strategy Implementation Research, *Journal of Business Research*, 45(2), 119-134.

Pearce, J.A. & Robinson, R.B. (2007). *Strategic Management*: Implementation and Control, 3rd edition, Boston: Richard D. Irwin McGraw-Hill, USA.

Pearce, J.A. and Robinson, R.B. (2007). *Strategic Management: Strategy Formulation and Implementation.* Third Edition, Richard D. Irwin Inc

Peng, R. & Litteljohn, P. (2002). Strategy implementation: a technique for organizational design. *Journal of Management Studies,* Vol. 34 No.3, pp.465-85.

Peters, T .J.and Waterman, R.H., (1982). *In search of excellence*. New York: Harper and ROW.

Pettigrew, A., Ferlie, E., McKee, L. (1992). *Shaping Strategic Change*, Sage, London.

Pfeffer, J. (2006), 'When it *Comes* to "Best Practices"—Why do Smart Organizations Occasionally do Dumb Things?' Organizational Dynamics, *Summer*, 33–43.

Quinn, B. (1980). *Strategies for Change: Logical Incrementalism*. Homewood ILL: Irwin.

Raps, A. and Kauffman, D (2005) Strategy implementation – an insurmountable obstacle?, *Handbook of Business Strategy,* Volume 6, Number 1, pp 141-146

Robinson, S. (2002). *Research methodology*. Washington D.C.: National Academies Press.

Sloan, P. (2009). Redefining Stakeholder Engagement. *The Journal of Corporate Citizenship*, 36 (1): 25-40.

Thompson, A. & Strickland, A. (1998). *Creating and Implementing Strategy*. Singapore: McGraw-Hill.

Viseras, T., Baines, D.C. & Sweeney, A.A. (2003). Strategy implementation as substance and selling: Academy of Management Executive. *Strategic Management Journal,* Vol. 3 No. November, pp.278-85.

Whittington, R. (2001). *What is strategy, and does it matter?* (2nd ed.). London: Thomson Learning.

APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

UNIVERSITY OF NAIROBI

SCHOOL OF BUSINESS

MBA PROGRAMME

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

P.O. Box 30197
Nairobi, Kenya

DATE......................

TO WHOM IT MAY CONCERN

The bearer of this letter ......ONESMUS MUENDO MUTUA.

Registration No....D61/77416/2015.............

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

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

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

Thank you.

PATRICK NYABUTO
MBA ADMINISTRATOR
SCHOOL OF BUSINESS

UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS
09 SEP 2016
P.O. Box 30197 – 00100, NAIROBI

APPENDIX II: INTERVIEW GUIDE

Introduction

This research investigates challenges of strategy implementation at the National Police Service in Kenya. This guide has been solely designated for the purpose of giving direction to the interview process for the study and information contained in shall be used for the purpose of the study only and treated in ultimate confidence.

Section A: Individual Demography

1. Names_____

2. Current Job title_____

3. How long have you held this position? _____

4. How long have you been in the National Police Service?_____

Section B: Challenges of Strategy Implementation

1. Are you familiar with the National Police Service Strategic Plan and what does it entail?

2. What time span does the Strategic plan cover?

3. Who is involved in strategy formulation?

4. Who is charged with strategy implementation?

5. Does the top management support strategy implementation?

6. How is top management effective in the strategic implementation at the National Police Service?

7. What should be done to enhance top management commitment in strategic implementation at the National Police Service?

8. Do you think there is effective communication in the National Police Service?

9. How does communication process affect strategy implementation at the National Police Service?

10. What measures can enhance effective communication process in strategic implementation at the National Police Service?

11. How does coordination of activities affect strategy implementation at the National Police Service?

12. Suggest the various ways in which the National Police Service can enhance coordination for efficiency in strategy implementation

13. Is the organizational culture supportive of strategy implementation?

14. How does the organization culture help in strategy implementation?

15. Do the resources and capacity support strategy implementation?

16. How do you deal with resource constraint if any?

17. What are the employee's roles in strategy implementation?

18. What is the role of stakeholders in strategic plan? Do they contribute in its implementation?

19. How is the national police service commission helping in strategy implementation?

20. What's your take on police vetting and strategy implementation?

21. How does organizational culture enhance strategy implementation in your organization?

22. What should be done to ensure that challenges encountered because of organizational culture during implementation of strategies are well managed at the National Police Service?

23. What are other challenges that affect strategy implementation in your organization?