

# Critical Analysis of Implementation of Strategic Plans on Organizational Performance: A Case of Kenya Police Service

Manana Santos Robert, Okwisa Muhanga Daina, Mutiso Kole Isaiah, Kanyoro Nduta Gladys  
Professor Gongera Enock George

## Abstract

The researcher analyzed the implementation of strategic plans on organization performance. It's evident that strategy formation and implementation is an on-going, never-ending, integrated process requiring continuous reassessment and reformation. Strategic implementation is dynamic. Failure in strategic management usually happens during the implementation of strategic plan. (Roper et al, 2008) noted that despite the importance of strategy execution process, far more research has been carried out into strategy formulation, while very few have been done into strategy implementation. Thus the objectivity of the study was to have any in-depth analysis on implementation of strategic plans on organization performance and the way forward, to establish the effect of accountability on strategic plans, as well as to establish the effect of strategic plans implementation towards organizational performance. According to Moss et al, strategic planning & implementation is the process undertaken to develop a range of steps and activities that contributed to achieving the organizational goals and objectives. Strategic planning implementation is the management tool used to turn organizational dreams into reality. It attempts to systematize the process that enables an organization to attain its set goals and objectives. There are five general steps in the strategic planning & implementation process. They are: Goal objective setting, situation analysis, alternative consideration, implementation and evaluation. (Moss et al, 2000) .The importance of institutions that provides security as an entity designed to serve the entire public as far as quality security services is concerned along with the imperative for public accountability, makes studying the problems associated with security institutions so essential. Although formulating a consistent strategy is a difficult task, implementing plans throughout the organization is even more difficult. The study aimed at evaluating implementation of strategic plans in security institutions (Kenya Police) and as to why it has not yet been realized. The study adopted descriptive research design. This design was considered appropriate as it involved an in-depth analysis or reasons as to why implementation of strategic plans in security institutions (Kenya Police) has not been realized, in spite of using a lot of resources in formulating them. The respondents were drawn from the employees of the Kenya Police. The method of sampling was simple random and the use of interviews & questionnaires to collect primary data desk was adopted to achieve desired representation from the selected organization. The advantage of this instrument was that the respondents had the freedom to fill in without any fear and influence from the researcher. The study was analyzed by the use Statistical Package for Social Science Software (SPSS) version 20. The study found that organization structure, managerial skills & communication and staff training affect strategic plan implementation in the service. Having departments' mission statement in line with strategic plan influences the implementation of the strategic plan.

**Keywords:** Implementation of Strategic Plans, Organization Performance, Kenya Police Service.

## 1.0 Background Information

### 1.1 Global scene

The earliest form of strategic planning implementation was attributed to the Military as far back in the early Greece. The use of strategic planning in the Military continued through the 2,000 years which lead to World War II which served as the impetus for shifting strategic planning implementation into the business sector. Strategic planning implementation evolved as a management tool which allowed organization to develop and implement plans in order to meet the challenges from the external environmental conditions while at the same time ensuring both organizational survival and a competitive advantage (Forest et al, 2002)

Strategic management as a discipline in the 1950s and 60s according to Ansoff (2005) recognized the importance of coordinating the various aspects of management under one all-encompassing strategy. Prior to this period various functions of management were separate with little overall coordination of strategy. Interactions between functions or between departments were typically handled by a boundary position, that is, there were one or two managers who relayed information back and forth between two departments. Ansoff (2005) also stressed the importance of taking a long term perspective when looking to the future. Drucker introduced the idea of matching the organization's internal factors with external environment circumstance. This core idea was developed into what is now referred to as SWOT analysis by Andrew (2001) and others at the Harvard Business School General Management Group. Strengths and weaknesses of the firm are assessed in light of the opportunities and threats from the business environment. According to Chaffee 2007 an organization without clear objectives is like a ship without a rudder. The procedure of setting objectives and monitoring your progress towards them should permeate the entire organization, top to bottom.

A strategy is a long term plan of action designed to achieve a particular goal, most often winning (Thompson et al, 2007). Strategy is differentiated from tactics or immediate actions with resources at hand by its nature of being extensively premeditated, and often practically rehearsed. Strategy is a deliberate search for a plan of action that will develop a business competitive advantage and enhance it. For any organization, the search is an interactive process that begins with recognition of the current position and the available resources. The difference between a firm and its competitors are the basis of its advantage. If a firm is in business and is self-supporting, then, it already has some kind of advantage, no matter how small or subtle. The objective is to enlarge the scope of the advantage, which can only happen at some other firm's expense (Clayton, 2007).

Thus, strategy development is a multidimensional process that must involve rational analysis and intuition, experience and emotion. But, whether strategy formulation is formal or informal, whether strategies are deliberate or emergent, there can be little doubt as to the importance of systematic analysis as a vital input into the strategy process. Without analysis, the process of strategy formulation, particularly at the senior management level, is likely to be chaotic with no basis for comparing and evaluating alternatives. Moreover, critical decisions become susceptible to the victims and preferences of individual managers, to contemporary fads, and to wishful thinking (White et al, 2000).

Concepts, theories, and analytic frameworks are not alternatives or substitutes for experience, commitment, and creativity Collins (2001). However, they do provide useful frames for organizing and assessing the vast amount of information available on the firm and its environment and for guiding decisions, and may even act to stimulate rather than repress creativity and innovation. Strategy also permits the application of powerful analytical tools to help companies create and redirect their strategies. Strategy can help the firm establish long term direction in its development and behaviour (Grant, 2002).

Equally important, a strategy serves as a vehicle for achieving consistent decision making across different departments and individual. Hambrick et al, (2003) view organizations as composed of many individuals all of whom are engaged in making decisions that must be coordinated. For strategy to provide such coordination it requires that the strategy process act as communication mechanism within the firm. Such a role is increasingly recognized in the strategic planning process of large companies. The shift of responsibility of strategic planning implementation from corporate planning departments to line managers and the increased emphasis on discussion the business units and the corporate headquarters (as opposed to the formal approval of written plans) are part of this increased emphasis on strategic planning implementation as a process for achieving coordination and consensus within companies (White et al, 2001).

Strategic planning processes are becoming part of companies' knowledge management systems. As management becomes increasingly concerned with how companies create, store, transfer, and deploy knowledge assets, so is strategic planning becoming an integral part of how understanding of the environment is transferred between business units, divisional, and corporate levels and how the knowledge of many different managers and functional experts becomes integrated within strategy (Deoene et al., 2006).

### **1.2 Regional perspective**

Strategy implementation involves allocation of sufficient resources, financial, personnel, time, and establishing a chain of command or organizational structure. It involves assigning responsibility of specific tasks or processes to specific individuals or groups. It also involves managing the process. This includes monitoring results, comparing to benchmarks and best practices, evaluating the efficacy and efficiency of the process, controlling for variances and making adjustments to the process as necessary. Strategy formation and implementation is an on-going, never-ending, integrated process requiring continuous reassessment and information (Olson et al 2005). Strategic management is dynamic. It involves a complex pattern of actions and reactions. It is partially planned and partially unplanned. Strategy is planned and emergent, dynamic, and interactive. Strategic management operates on several time scales. Short term strategies involve planning and managing for the present. Long term strategies involve preparing for and pre-empting the future (Johnson et al, 2004).

In most corporations there are several levels of strategy. Strategic management is the highest in the sense that it is the broadest, applying to all parts of the firm. It gives direction to corporate values, corporate culture, corporate goals, and corporate missions. Under this broad corporate strategy there are often functional or business unit strategies. Functional strategies include marketing strategies, new product development strategies, human resource strategies, financial strategies, legal strategies and information technology management strategies (Chebat, 2000). The emphasis is on short and medium term plans and is limited to the domain of each department's functional responsibility. Each functional department attempts to do its part in meeting overall corporate objectives, and hence to some extent their strategies are derived from broader corporate strategies (Bourgeois et al, 2004).

Many companies feel that a functional organizational structure is not an efficient way to organize activities so they have reengineered themselves according to processes or strategic business units (SBU). An SBU is a semi-autonomous unit within an organization. It is usually responsible for its own budgeting, new product decisions, hiring decisions, and price setting. An SBU is treated as an internal profit centre by corporate headquarters.

Each SBU is responsible for developing its business strategies, strategies that must be in tune with broader corporate strategies. The “lowest” level of strategy is operational strategy. It is very narrow in focus and deals with day-to-day operational activities such as scheduling criteria. It must operate within a budget but is not at liberty to adjust or create that budget. Operational level strategy was encouraged by Drucker (1954 in his theory of Management by Objectives (MBO). Operational level strategies are informed by business level strategies which, in turn, are informed by corporate level strategies.

Since the turn of the millennium, there has been a tendency in some firms to revert to a simpler strategic structure. This is being driven by information technology. It is felt that knowledge management systems should be used to share information and create common goals. Strategic divisions are thought to hamper this process. The organization structure is determined by the strategy. A long term coordinated strategy was necessary to give a company structure, direction, and focus. He states that “structure follows strategy”. However it has also been noted more recently that strategy also follows structure.

Simons et al, (2000) pointed out that almost all the management functions – planning, controlling, organizing, motivating, leading, directing, integrating, communicating, and innovation is in some degree applied in the implementation process. Hendry et al, (2004) also point out that to effectively direct and control the use of the firm’s resources, mechanisms such as organizational structure, information systems, and leadership styles, assignment of key managers, budgeting rewards, and control systems are essential strategy implementation ingredients. There should be specific interim or ultimate time-based measurements to be achieved by implementing strategies in pursuit of the company’s objectives. The implementation activities are in fact related closely to one another and decisions about each are usually made simultaneously.

The role and tasks of those employees charged with strategy implementation duties, the mid-level managers, in these new restructured organizations is under scrutiny. Historically, numerous researchers in strategic management bestowed great significance to the strategic formulation process and considered strategy implementation as a mere by-product or invariable consequence of planning. Fortunately, insights in this area have been made recently which temper or knowledge of developing strategy with the reality of executing that which is called (Oslo et al., 2005). However, as strategy implementation is both a multifaceted and complex organizational process, it is only by taking a broad view that a wide span of potentially valuable insights is generated. Successful strategy implementation can go a long way in helping a company gain a competitive edge, defining the business of the organization and help in achieving right direction. The company also benefits by having as various strategies entrenched and broadly accepted by all the employees guaranteeing successful implementation in the future.

The fatal problem with strategy implementation is the de facto success rate of intended strategies. In research studies it is as low as 10 % (Judson, 2001). Despite this abysmal record, strategy implementation does not seem to be a popular topic at all. In fact, some managers mistake implementation as a strategic after thought and a pure top-down –approach. Instead, management spends most of its attention on strategy formulation. Research emphasizing strategy implementation is classified by Brodwin et al, (2004) as part of a first wave of studies proposing structural views as important facilitators for strategy implementation success.

Beyond the pre-occupation of many authors with firm structure, a second wave of investigations advocated interpersonal processes and issues as crucial to any marketing strategy implementation effort. Conflicting empirical results founded upon contrasting theoretical premises indicate that strategy implementation is a complex phenomenon. In response, generalizations have been advanced in the form of encouraging early involvement in the strategy process by firm members, fluid processes for adaptation and adjustment; and, leadership style and structure (Bourgeois et al, 2004). Most strategies fail to be implemented due to lack of strategic communication between in the formulators and implementers.

### **1.3 Kenya Police Service**

The first policemen were recruited in 1887 by the Imperial British East Africa, I.B.E.A. to provide security for its stores in Mombasa. The coast-based company under Sir William Mackinnon saw the need to have some kind of security for the company premises and stores. It was from those humble beginnings that the Kenya Police was born. As more trading ports were established in the interior of Kenya and Uganda, more officers were needed. According to Robert Foran (1962), the earliest history of East-Central Africa provided the background for the creation of the British East African Company at the end of 1902. The British East African Protectorate, with the exception of the ten-mile wide coastal strip leased from the Sultan of Zanzibar was proclaimed a crown colony in July 1920 changing its name to Kenya Colony, while the title of the force changed to Kenya Police Force. It is notable that up to 1907, the Kenya Police was organized along military lines and the training was military in nature. In 1906, the Kenya Police was legally constituted by the Police Ordinance. In order to improve police performance, the then Governor, Sir Hayes Saddle appointed a committee to look into the affairs of the Kenya Police Force.

One of the committee's recommendations was the establishment of the Police Training School in Nairobi. In 1909, Captain W.F.S. Edwards noted that the military element had been promoted at the expense of police

training, as a result of which a training depot was established in Nairobi in 1911 together with a small fingerprint section. The First World War interrupted this development of the Force in 1914 where the Kenya Police were deployed in military service to fight alongside British soldiers. After the end of the war in 1918, the Police Force began to be reorganized. This entailed increasing personnel and creating better administrative and residential housing. During the same period, schools were established for African Education, thereby improving literacy in the Force so that by 1940, there were many literate African officers. In 1926, the Criminal Intelligence Unit was established with the sole responsibility of collecting, tabulating and recording the history and data of criminals, undesirable and suspicious persons. In the same year, the Railway Police Unit was also established to specifically deal with prevention and detection of offences in the railways from the coast to Kisumu, including Kilindini Harbour and branch lines. As the years progressed, the scope of police activities increased. It was called upon to deal with traffic problems such as accidents and parking. The police were also called upon to deal with cattle rustling in the countryside.

In 1946, the Police Force was placed under the office of the Attorney General. The police officers' powers were increased, and to cope with the new development, a new Police Training Depot was opened in Maseno. As a preparation for the Second World War, the recruits were deployed in Northern Frontier Districts to counter the threat from Italian Somali Land and Ethiopia. In addition to fighting alongside regular soldiers, the Kenya Police acted as guides, interpreters and carried out reconnaissance missions in the enemies' territories. In 1948, several important developments were made in the Force. The Kenya Police Reserve Emergency was formed as an auxiliary of the Force. This Unit used armoured cars and was deployed in trouble spots. To improve the effectiveness of crime control, a dog section was also introduced in 1948 and the General Service Unit established and deployed in troubled areas in emergency situations. In 1949, the Kenya Police Air wing was formed to carry out duties of communication and evacuation of sick persons to hospitals and was made part of the permanent Police Force in January 1953. After the declaration of the state of emergency in 1952, there was an immediate increase in personnel to cope with the situation and in response to the Mau Mau insurgency.

In 1953, a commission was formed to review the organization, administration and expansion of the Force. In 1957, the Police Headquarters building was opened and in 1958 the Force was integrated within the Ministry of Defence. In the period prior to independence, the Kenya Police was greatly involved in the maintenance of law and order during political meetings and at the height of the independence election period. After Kenya gained her independence from Britain on 12th December 1963, there was a need to make some drastic changes in the Administration of the Force. This led to the replacement of the expatriate officers in the senior ranks by Africans. Since then, the Force has realized tremendous achievements in various fields of operation. Among them, due to the increase in criminal activities and in line with the police resolve to effectively deal with security threats and to bring down crime to minimal levels, various smaller units have been formed. These include the Anti-Stock Theft Unit, Anti-Motor Vehicle Theft Unit, Tourism Police Unit, Presidential Escort Unit, Diplomatic and the Anti-Terrorism Police Unit.

### **1.3 Current structure**

The current Kenyan police service, consists of three forces which report to the Inspector-General of Police, and is a department of the Ministry of Interior and Co-ordination of National Government, one of the two ministries in the Office of the President. As of October 2003 the force fielded about 35,000 officers and is divided into eleven services and one training formation, who work in divisions in each of the eight Regions. Each Region is headed by a Regional Police Commander (RPC); each Region is further divided into County each headed by County Police Commander (CPC) County further divided into divisions headed by an Officer Commanding Police Division (OCPD) normally in the rank of Senior Superintendent of Police (SSP). The police divisions are divided into police stations headed by an Officer Commanding Police Station (OCS). Kenya National Police Headquarters is located at Vigilance House on Harambee Avenue in Nairobi's Central Business District (CBD).

The inspector general is responsible for all administrative and personnel matters affecting the service. The Kenya Police is governed by the force standing orders which established the formation of various units and their scope of work. Every unit of the Kenya Police Service now undergoes specialized officer corps training from world class experts. Among the international police training associations that have been given this arduous task, the most notable are the World Police Academy in Canada and the Dallas Police Department in USA. The World Police Academy is a premier police training institution that is also a global security and police think tank. It offers democracies in developing economies the opportunity to introduce Canadian policing standards into the senior ranks of their police forces. Getting this academy to undertake this training was achieved by the progressive thinking of current Kenyan police chiefs. The Dallas Police Department has a recognizable brand of policing and their systems are respected in many areas of the USA. Securing the training from such renowned training institutions is a positive approach for the future security of Kenya.

### **1.4 Statement of the Problem**

Despite the organizational effort of formulating and investing heavily in the strategic plans, the big challenge is

how, when and who to implement the set up strategies. A study conducted by Fortune magazine Aug 6, 2010 revealed that 90% of the strategic plans are unsuccessful, and single most important cause of this is believed to be the weak application of the strategic plans (Waterman, et al. 2003). Although it has been widely accepted that change is necessary for the growth of organizations, more than 70% of the change-oriented attempts in the name of strategic plans are unsuccessful (Higgs et al, 2005). The rate of successfully implemented strategies is between 10% and 30% (Raps, 2004). In particular, this study focuses on strategic plans implementations in **KPS**. In this respect for both the practitioners and academicians, it was of necessity to investigate the failure of strategic plans to produce the planned output despite a lot of resources used in formulating strategies.

## 2.0 Literature Review

### 2.1 Strategic Plan and Planning

Strategic planning is a method that many organizations use to drive processes that define the whole company. “Strategic planning allows organizations to make fundamental decisions that guide them to a developed vision of the future. The result of this effort, the strategic plan, serves as the basis for action—a road map that directs all resources towards an ideal future” (Phillips, 2000). Strategic planning positions an organization for long-term sustainability and high stakeholder value. Strategic planners ask questions such as what business are we in? What is our corporate culture? In addition, where are changes taking place in the market? The well-thought out strategic plan also provides answers to many of those questions with vision and mission statements, goals/objectives, and action plans. The strategic plan is the overall guide to the development and growth of the organization. A strategic plan is a long-range plan, usually done every three to ten years. Strategic plans can be prepared on many levels of the organization as well. There may be functional plans, site plans, business unit plans, and so on. Each lower-level plan rolls up until it is incorporated into the top-most organization plan. The strategic plan is supported by annual operating plans. These annual plans detail monetary and staffing requirements.

Resources are limited in most organizations. An organization develops a budget, based on projected revenues and expenses, and must continually adjust spending to meet actual income and expenses. Surplus income in a given period may need to be invested; lack of funds may require a loan to keep things going. If capital purchases are part of the strategic plan, then funds must be put aside for those purchases as well. An organization that does not plan for the unexpected may fail.

The element of risk is an important consideration throughout the strategic planning process. As with many facets of our lives, increased risk can mean increased rewards but can also mean disaster. Management of risk will largely be determined by the strategies that are developed and implemented” (Falshaw, 2005). Risks are categorized as low, moderate, high or very high. The higher the risk category the more carefully planning and resource allocation needs to be done to manage the risk. A risk assessment in conjunction with a proposal for a new product or service may not include elements such as disasters, infrastructure vulnerabilities, supply-chain disruptions or loss of qualified personnel.

It may not look at none—market/none competitor trends and in a nut shell include contingency planning as a cost element of the proposal. There might not be mitigation plans in place for risks identified. As business becomes increasingly global, additional risk *factors* come in to play (Pearce, 2009). Even with the best planning, global strategies carry substantial risks. Many globalization strategies represent a considerable stretch of the company’s experience base, resources, and capabilities. The risks a company can encounter in the international business environment can be of a *political, legal, financial/economic, or social cultural nature*.

### 2.2 Concept of Strategic Plan Implementation

In general, in strategic management literature and in particular, in strategy literature, strategy implementation is viewed to be different from strategy formulation and it is considered an issue of adjusting organizational structures and systems (Beer, (2000). Strategy implementation is the explanation of how the strategy developed in a limited time should be effectively implemented to the capacities. Strategy implementation is a vital process describing the opportunities of the future (Wright, 2003). From another viewpoint, strategy implementation is the collection of implementations and operations originating from the important managerial capabilities and behaviours defined for good leadership (Pearce. 2003). Strategy implementation is the implementation of strategy formulation to determine the future direction of the organization (Rowland 2005). Strategy implementation is the concept of participation, conception and commitment that affect the dissemination of the strategy (Mital 2009). Strategy implementation is a complex process and it is really difficult to come up with an exact definition of strategy implementation.

Schroeder categorized strategic plan implementation into five models, which they say to represent a trend toward increasing sophistication in thinking about implementation and a rough chronological trend in the field. In *commander* model, general manager after exhaustive period of strategic analysis, makes the strategic decision, presents it to top managers, tells them to implement it, and waits for the results Sharp (2005). In this model,

general manager has a great deal of power and access to complete information, and is insulated from personal biases and political influences. The model also splits the organization into thinkers and doers. In *change* model, after making strategic decisions, general manager plans a new organizational structure, personnel changes new planning, information measurement and compensation systems, and cultural adaptation techniques to support the implementation of the strategy (Schroeder, 2004). *Collaborative* model of strategy implementation goes to involve the management team in strategic decision-making (Rowland, 2005).

General Manager employs group dynamics and brainstorming techniques to get managers with different viewpoints to provide their inputs to the strategy process. *Cultural* model takes the participative elements to lower levels in the organization as an answer to the strategic management question how can I get my whole organization committed to our goals and strategies, Isobar (2007). The general manager guides organization by communicating her vision and allowing each individual to participate in designing her work procedures in concert with the vision. In *coercive* model the strategy comes upward from the bottom of the organization, rather than downward from the top (Waterman, 2000). The general manager's role is to define organization's purposes broadly enough to encourage innovation, and to select judiciously from among those projects or strategy alternatives that reach his attention.

### **2.3 Problems in Strategic Plan Implementation**

The most important reason for the failure of the organization is the obstacles encountered while implementing strategic plans. The literature presents many problems encountered while implementing Strategic plans (Okumus, 2003). For instance these various reasons are obstacles: Implementation took more time than originally planned, Unanticipated major problems arose, Activities were ineffectively coordinated, Competing activities and crises took attention away from implementation, The involved employees had insufficient capabilities to perform their jobs, Lower-level employees were inadequately trained, Uncontrollable external environmental factors created problems, Departmental managers provided inadequate leadership and direction, Key implementation tasks and activities were poorly defined. The information system inadequately monitored activities, Norton (2001).

There are many individual barriers hindering successful implementation of strategic plans such as, too many and conflicting priorities, insufficient top team functions, a top down management style, international conflicts, poor vertical communication and inadequate management development. The barriers in front of strategy implementation are seen as "six silent killers of strategy implementation" and explain them as follows: a top-down/laissez-faire senior management style, unclear strategic intentions and conflicting priorities, an ineffective senior management team, Poor vertical communication, weak co-ordination across functions business or borders, and inadequate do in-the-line leadership skills development (Beer & Eisenstein 2000). These obstacles are "deadly sins of strategy implementation" are: a lack of understanding of how the strategy should be implemented, customers and staff not fully appreciating the strategy, unclear individual responsibilities in the change process, difficulties and obstacles not acknowledged, recognized or acted upon, and ignoring the day-to-day business inoperative (Rowland, 2005, June).

In addition, according to Vicari, (2003) there are three reasons why poor strategic planning is an obstacle to strategy implementation: A strategy is not really a strategy but 'a mixture of budgets and management wish list'; a strategy is not executable; and the executors do not accept the strategy as "their own" because they did not participate in its formulation.

The obstacles in front of strategy implementation are under four headings. These are planning consequences; organizational issues, managerial issues and individual issues (Alashloo et al. 2005). There are ten predictable barriers lying in wait to foil almost every strategic plan established (Richard 2005). They are listed under. "Barriers to Strategy Implementation, lack of coordination at the top. An employee isn't on-board, insufficient change at the work unit level, insufficient cross-functional collaboration and no measurement system in place.

### **2.4 Factors Influencing Strategy Implementation**

Another complex issue related to strategy implementation is concerned with the factors affecting implementation process. When the factors affecting strategy implementation are evaluated, it is seen that successful implementation of strategic plan is of great importance for all the organizations either private or public. Even the best strategies are useless unless they are applied well (Hoskinsson, 2005), In other words, strategy-breeding success can only be achieved through implementation. The subtle point here is that no matter how internally consistent is the strategic achievement concept, how many innovative elements has it got, how strong the organization is positioned against the rivals by it. What is most concerned about is how well it is implemented. And success of the implementation depends on the factors involved. For strategy implementation to be successful, a 9-staged process is proposed (Thompson, 2006).

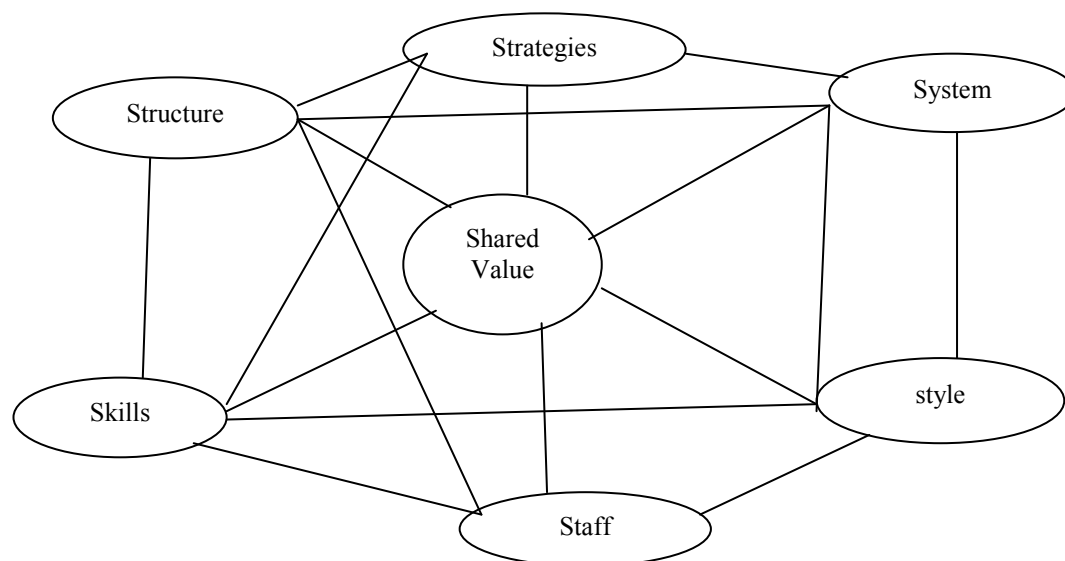
These are: Staff the organization with the needed skills and expertise, consciously building and strengthening strategy-supportive competencies and competitive capabilities, and organizing the work effort. Create a company culture and work climate conducive to successful strategy implementation and execution. Develop budgets that steer ample resources into those activities critical to strategic success. Ensure that policies and operating procedures facilitate rather than impede effective execution. Using the best-known practices to perform core

business activities and pushing for continuous improvement, periodically shows resources how things are being done and diligently pursue useful changes and improvements in organization units. Install information and operating systems that enable company personnel to carry out their strategic roles day in and day out. Motivating people to pursue the target objectives energetically and if needed, modifying their duties and job behaviour to fit the requirements of successful strategy execution. Tie rewards and incentives directly to the achievement of performance objectives and good strategy execution. Exerting the internal leadership needed to drive implementation forward and keep improving on how the strategy execution. When obstacles or weaknesses are encountered, management has to see that they are addressed and rectified on a timely basis.

### 2.5 The McKinsey 7S Framework Theory

The McKinsey 7S model involves seven either interdependent factors categorized as “hard” or “soft” elements (Peters and Waterman, 2000). Hard elements are easier to define or identify and management can directly influence them: These are strategic plans, structure and systems, “Soft” elements. On the other hand it can be more difficult to describe less tangible and more influenced by culture. However, these soft elements are as important as the hard elements if the organization is going to be successful.

**Fig1. The McKinsey 7S Model**



### Mind Tools Ltd (2011)

The model is on the theory that, for an organization to implement the plan well, these seven elements be aligned and mutually reinforced (Peters and Waterman, 2000). The model is used to help identify what needs to be realigned to improve performance, or to maintain alignment and performance during other types of change.

### 2.6 Six Supporting Factors by Bill Birnbaum

Organizations successful at strategic plans implementation effectively manage these six supporting factors. Many organizations successfully develop action plans, consider organizational structure, take a close look at their human resources needs, fund their strategies through their annual business plan, and develop a plan to monitor and control their strategies and tactics. Yet they still fail to successfully implement those strategies and tactics. The reason, most often, is that they lack linkage. Linkage is simply the tying together of all the activities of the organization.., to make sure that all of organizational resources are “rowing in the same direction”. Linkages that are horizontal- across departments, across regional offices, across manufacturing plants or divisions- require coordination and cooperation to get the organizational units ‘all playing harmony.’

### 2.7 Organizational Structure

Based on the study of Skiving ton and Daft (2001), Noble (2000b) reviews strategy implementation research from a structural view (emphasizing organizational structure and control mechanisms) and an interpersonal process view (emphasizing strategic consensus, autonomous strategic behaviours, diffusion perspectives, leadership and implementation style, communication and interaction processes). Noble & Mokwa (2001) added a third view, the individual-level processes view, emphasizing cognition, organizational roles and commitment besides the structural and interpersonal process. Earlier studies lead by Pettigrew et al., (2002) groups’ implementation variables into a larger number of categories. These categories are: strategic content, context (consisting of organizational context: organizational structure, organizational culture; and environmental context: uncertainty in the general and uncertainty in the task environment), process (operational planning, resources, people, communication, control and feedback) and strategic outcome (Okumus, 2001).

Factors relating to the organizational structure and culture are also important implementation barriers according

to Heide et al (2002). see a proper strategy-structure alignment as a necessary precursor to the successful implementation of new business strategies (Noble, 2000b). They point out that changes in the competitive environment require adjustments to the organizational structure. If a firm lags in making this realignment, it may exhibit poor performance and be at a serious competitive disadvantage. Gupta (2001) examines the relationships between SBUs' strategies, aspects of the corporate-SBU relationship, and implementation and finds that structures that are more decentralized produce higher levels of SBU effectiveness, regardless of the strategic context. Schaap (2006) also suggests that adjusting organizational structure according to perfect strategy can ensure successful strategy implementation. Different strategy types have different requirements regarding an adequate organizational structure (e.g., White, 2000; Olson & Slater & Hult, 2005). White points out that the fit between business unit strategy and the internal organization of multi-business companies does have an effect on business unit performance. Specifically, business units with pure cost strategies experience higher ROI when they have low autonomy. Pure differentiation strategies benefit, in terms of sales growth, from strong functional coordination (with responsibility for key functions unified under the business unit manager).

Similarly, the ROI of cost strategies is, on average, higher when some functional responsibilities are shared. Olson et al., (2005) identify a taxonomy comprised of four different combinations of structure/behaviour types, which they label as: management dominant, customer centric innovators, customer-centric cost controllers and middle ground. These alternative structure/behaviour types are then matched with specific business strategies (i.e., Prospectors, Analyzers, Low Cost Defenders, Differentiated Defenders) in order to identify which combination (s) of structures and behaviours best serve to facilitate the process of implementing a specific strategy.

In a study carried out through the cooperation of Leadership Foundation for Higher Education (LFHE) in Britain, (Powell et al., 2008) concluded that technology could play a role at three levels in strategic planning: *transformational* when it is used to recast the institution in a different form; as a *strategic enabler* when it is needed to implement the strategic goals set by management; or as an *operational enabler* when its role is to support the core activities of the institution. They however found little evidence or consideration of its transformational worth and only some evidence of its use as a strategic enabler. Most common was its use as an operational enabler.

## **2.8 Managerial Skills and Communication**

In relation to Managerial Skills and Communication, there are studies that have examined the relationships between top management and middle management in the context of strategy implementation: On the one hand, middle managers expect direction and support from their top management. If they receive this guidance, then they will provide support for the strategy in return. One of the key factors determining their level of support is their demographic situation (such as age, gender, educational background, and business experience) On the other hand; top management should expect middle-level managers to question strategic decisions (Wooldridge et al., 2000). Middle managers expect top management direction, but frequently feel that they are in a better position to start and evaluate alternative courses of action. (Floyd et al., 2000) investigated the relationships between middle managers' formal position, their strategic influence and organizational performance. They used a sample of 43 managers who were purposively sampled. Their findings suggest that managers with formal positions in boundary-spanning sub-units report higher levels of strategic influence activities than others; firm performance is associated with more uniform levels of downward strategic influence, and more varied levels of upward influence among middle management cohorts; middle managers' strategic influence arises from their ability to mediate between internal and external environments. In addition, positive effects on organizational performance appear to depend on whether the overall pattern of upward influence is conducive to shifts in the network centrality of individual managers, and whether the pattern of downward influence is consistent with an appropriate balance between the organization's need for control and flexibility (Wooldridge et al., 2000).

At least, numerous researchers have already emphasized the importance of communication for the process of strategy implementation (Alexander, et al., 2000). That research in this area is needed is emphasized by an older finding by Alexander from 1985: Based on interviews with 21 presidents and 25 governmental agency heads, Alexander (2000) points out that communication is mentioned more frequently than any other single item promoting successful strategy implementation. The content of such communications includes clearly explaining what new responsibilities, tasks, and duties need to be performed by the affected employees. It also includes the why behind changed job activities, and more fundamentally the reasons why the new strategic decision was made firstly.

Rapert et al., (2004) find that organizations where employees have easy access to management through open and supportive communication climates tend to outperform those with more restrictive communication environments. In addition, the findings of (Peng et al., 2001) show that effective communication is a key requirement for effective strategy implementation. Organizational communication plays an important role in training, knowledge dissemination and learning during the process of strategy implementation. In fact, communication is pervasive in every aspect of strategy implementation, as it relates in a complex way to organizing processes, organizational



context and implementation objectives, which, in turn, have an effect on the process of implementation. Communication barriers are reported more frequently than any other type of barriers, such as organizational structure barriers, learning barriers, personnel management barriers, or cultural barriers. The study of Schaap (2006), which was conducted in the casino industry within the state of Nevada, shows that over 38 percent of the senior-level leaders do not communicate the company's direction and business strategy to all of their subordinates. This study also reinforces findings that frequent communication up and down in organization enhances strategic consensus through the fostering of shared attitudes and values.

## **2.9 Staff Training**

Training is designed to change or improve the behavior of employees in the work place so as to stimulate efficiency. The cardinal purpose of training is to assist the organization achieves its short and long term objectives by adding value to its human capital. Training and development are not undertaken for the sake of training, but rather are designed to achieve some needs. Therefore, training and development are need based in the sense that they are undertaken to fill some knowledge gap within an organization. Many organizations have over the years introduced good manpower training and development strategies in order to enhance better employee performance at work and increase their productivity. However, the efforts of such strategies in most cases have always been jeopardized in most organizations, as a result of some factors that impede against the achievement of their objectives.

Some of the impeding factors include recruitment/selection problems, training procedure and inadequate facilities, government policy, the economy and labor legislation (Nguyen, 2009). Training and development has been a subject of many studies over the years. Raja et al (2011) conducted a survey of 100 sample, they observed in their studies that there is a positive relationship between training design and organizational performance. Similarly (Abeeha et al., 2012) in their studies carried out in Pakistan observed a positive correlation between employees' training and organizational competitive advantage. Bang, May, and Maw (2009) on the other hand, pointed out that Lynch and Black in their studies revealed that only off-the job (general) training improves organizational performance whereas on the job training does not. Training and development has been acknowledged to be a very important component of organizational performance. However, it is not an end goal rather training is characterized as a means to an end – the end being productive, efficient work organizations, populated by informed workers who see themselves as significant stakeholders in their organizations' success (Byrne, 2009). Fewer than 5% of all training programs are assessed in terms of their financial benefits to the organization (Kurt et al., 2009). Importance of training has been documented for variables other than organizational performance. However, many of these additional outcomes are related to performance indirectly. Training and development is basically directed at employee but its ultimate impact goes to organization, because the end user of its benefits is the organization itself (Raja et al, 2011) Training will have the greatest impact when it is bundled together with other human resource management practices and these practices are also implemented following sound principles and practices based on empirical research (Abang et al, 2009). Many studies have garnered support for the benefits of training for organizations as a whole (Kurt et al., 2009). These benefits include improved organizational performance (e.g., profitability, effectiveness, productivity, operating revenue per employee) as well as other outcomes that relate directly (e.g., reduced costs, improved quality and quantity) or indirectly (e.g., employee turnover, organization's reputation, social capital) to performance (Herman et al., 2009).

It is interesting to note that information technology, employees training, and incentives showed a strong and significant relationship with organizational performance. This could be due to the fact that in most developing countries, the employees are not as highly paid as those workers in developed countries, thus the workers are more concerned with human resource practices which could subsequently increase their earnings (Abang et al, 2009). Several interventions are effective at increasing the benefits of training to the organization (Herman and Kurt, 2009). First, organizations should conduct a needs assessment using experienced subject matter experts to make sure trainees are ready and motivated for training. Second, in terms of design, organizations should apply theory-based learning principles such as encouraging trainees to organize the training content, making sure trainees expect effort in the acquisition of new skills, and providing them with an opportunity to make errors together with explicit instructions to encourage them to learn from these errors enhances the benefits of training. Third, in terms of training delivery, the benefits of using technology for training delivery can be enhanced by providing trainees with adaptive guidance (Herman and Kurt, 2009).

The model of measuring training effectiveness developed by Donald Kirkpatrick in the late 1950s can enhance the perceived benefits of training from the perspective of various stakeholders in the process, including those who participate in training, and those who fund it i.e. organizations (Jovanovic, et al., 2009). Finally, research points to the importance of considering work environmental factors such as supervisory support and opportunity to perform as moderators of the relationship between training and transfer of training back to the work environment (Lisa and Holly, 2007).

## 2.10 Summary of the Relevant Literature

The attitudinal results presented in this study provides support for the claim of Strategic plans implementation proponents that Strategic plans allows companies to enhance expertise, improve service quality, streamline the process, lower costs and reduce the administrative burden and saving time. A strategic plan in this sense is beneficial to organizational performance ((Alashloo et. al., 2005). One of the important contributions of this study is the revelation that organizations generally considered themselves successful at strategic positioning. However, while achieving significant improvement in organizational performance, they have not reached the magnitude of improvement ascribed to strategies implementation plans. A number of organizational strategies were also identified as key contributions to Strategic implementation process. These included strategies with clear objectives, adequate skills, adequate planning, effective communication, cooperation and collaborations throughout the organization.

These strategies are thought to improve quality, delivery and performance. It is therefore, evident from the literature review that when used correctly and properly strategic implementation process accrues some benefits to an organization that adopts the concept, but like any other concept, it has its own challenges which need to be addressed in order to make the process more effective.

## 2.11 Critical Review

According to Alexander (2005), the ten most frequently occurring strategy implementation problems include underestimating the time needed for implementation and major problems surfacing that had not been anticipated, in addition uncontrollable factors in the external environment had an adverse impact. Based on empirical work with 93 firms he observed that senior executives were over optimistic in the planning phase and it is noteworthy that the first two issues, which occurred most frequently in Alexander's study, are planning issues. He also found the effectiveness of coordination of activities and distractions from competing activities inhibited implementation, in addition, key tasks were not defined in enough detail. With regard to people, the capabilities of employees involved were often not sufficient, leadership and direction and "training and instruction given to lower level employees were not adequate" (Alexander, 2005, p. 92). Although the least frequent in this study in many cases the information systems used to monitor implementation were not adequate.

Reed and Buckley (2006) discussed problems associated with strategy implementation identifying four key areas for discussion. They acknowledge the challenge and the need for a clear fit between strategy and structure and claim the debate about which comes first is irrelevant providing there is congruence in the context of the operating environment. They warn that, although budgeting systems are a powerful tool for communication, they have limited use in the implementation of strategies as they are dominated by monetary based likely to meet the performance targets set for the company. This hypothesis also resulted in a weak confirmation. More research that is empirical is needed to clarify the role of top management for strategy implementation.

In addition to the above, another inhibitor to successful strategy implementation that has been receiving a considerable amount of attention is the impact of an organization's existing management controls and particularly its budgeting systems (Marginson, 2002). Although it is increasingly suggested that budgets suffer from being bureaucratic and protracted, and that they focus on cost minimization rather than value maximization (Brander Brown and Atkinson, 2001), they still represent the main integrative control mechanism in many, if not most, business organizations (Otley, 2001). So far in this review of literature on strategy implementation there is evidence of some recurring themes, including communication and coordination which are essential to ensure that people across the organization know what to do and to ensure that they stay focused on the key targets under the everyday pressures.

## 2.12 Research Gap

The literature review of this study views implementing strategies successfully is about matching the planned and the realizing strategies, which together aim at reaching the organizational vision. It also reviews that with firms evolving in terms of structure, it follows that the style of strategy implementation will differ depending on the style of organization and management that exists in the firm. The study reflects on the effect of the commitment of top management, effect of communication, effect of co-ordination of activities and the effect of organizational culture. First, executors or people issues receive the most attention. This is especially true with regard to managers whose role is analyzed in depth in many studies (Gupta et. al., 2001) However, researchers frequently ignore the role of non-management. The reviewed studies do not present a clear picture regarding the relationships among the implementation variables of communication, commitment and consensus. Communication is treated as a premise to realize commitment and consensus. Garretson et. al., 2002) find that the viability of frequent vertical communication is a means by which strategic consensus may be enhanced.

Local studies have been done on the factors affecting strategy implementation. For example, Kiptugen (2003) did a study to determine the strategic response of Kenya Commercial Bank to a changing competitive environment. Muturi (2005) did a study in Christian churches in Kenya. Kamanda (2006) also did a study on Kenya Commercial Bank (KCB) with the objective of determining the factors that influence its regional growth strategy. His study, however, does not cover the issues of strategy implementation. Situma (2006) also covered

KCB but focused on its turnaround strategy. Muguni (2007) studied the role of executive development in strategy implementation. His was a comparative study of KCB and National Bank of Kenya. The study also did not capture the process of strategy implementation process and the factors affecting its implementation. Based on this review it is evident that there exists a gap in examination of the influence of factors such as commitment of the top level management, communication, and organizational culture on strategy implementation which the study filled by analyzing the factors affecting implementation of strategy in MFIs in Kenya.

### 3.0 METHODOLOGY

#### 3.1 Research Design

Research design is a blue print for collecting and utilizing data so that desired information can be obtained with sufficient precision. In this study the researcher used both **quantitative** and **qualitative** approaches. Quantitative approach involved the use of structured questions where the response options were predetermined. The researcher preferred this approach because it is more objective and it helps in achieving high levels of reliability and a higher degree of objectivity (Borg and Gall, 2000). There was also the use of qualitative approach, i.e. through open ended questions. Qualitative design is the use of non-quantifiable methods to collect, evaluate and analyze data.

In this research, qualitative methodology was characterized by open ended questions. The researcher chose to use qualitative approach because the method produced more in-depth, comprehensive information and has been known to use subjective information which may not be otherwise gathered through a quantitative approach, i.e. by use of open ended questions, the researcher was able to gather in-depth information from the respondents in regard to the subject being investigated. Use of Qualitative approach helped the researcher to gain a wider, deeper understanding of the entire situation under investigation (Borg and Gall, 2000).

#### 3.2 Target population

The researcher determined a population that consisted of executors of strategic plans implementation hence organizational performance in Police service. The target population of the study was composed of all players, the researcher drew respondents of the service, which according to human resource department it was more than 35,000 officers out of which 240 were in position which deal directly with strategic plan implementation. The above focus group was selected as they relate in one way or another to make decisions on the service strategies at any given time. Executors comprised of Top Management (Gazetted Officers) Middle Level Management (Members of Inspectorate) and Low Level Management (Members of other Ranks). The target population referred to the entire group of individual or object and population which a researcher was interested in generalizing the conclusion.

#### 3.3 Sample Size and Determination

In this study, the researcher employed stratified sampling because stratified helped the researcher to obtain sufficient sample points to support a separate analysis of the subgroups involved (Mary & Mugenda, 2003). The target population mentioned above was divided into groups on the basis of being males or females, and on the basis of the position in the service that is, at Managerial, Technical, Supervisory or support staff level this ensured that the sample taken was a true reflection of the different classes of employees in service

This study comprised of Top Management, (Gazetted Officers) Middle Level Management (Members of Inspectorate) and Low Level Management (Members of other Ranks). They were used because they occupy important positions and therefore are best placed to give detailed account of strategic implementation plans. The researcher used stratified sampling to obtain data from each stratum. Respondents from each stratum were selected using random sampling. Purposive sampling was used to select managers who are directly involved in strategic implementation plans in the service. The researcher used a total of 72 potential respondents which is equivalent to 30% of the total population as the sample size as shown in table 1.

**Table: 1. Sampling Frame**

Level	Population (P)	Ratio (30%)	Sample Size
Top Management	40	0.3	12
Middle Level Management	90	0.3	27
Low Level Management	110	0.3	33
<b>Total</b>	<b>240</b>		<b>72</b>

**Source: Researcher 2013**

#### 3.4 Data Collection Method

The researcher formulated a questionnaire interview guide and observational forms to be used to collect information for this study. The questionnaires were commonly used to obtain important information about the employees of the organization. Each question on the questionnaire developed a specific research question. The

kind of questions used in the questionnaire was structured or closed ended questions. The closed ended questions are easier to analyze and administer than the unstructured or open ended questions (Castka et. al., (2005) Demographic and personal items were included, such as age, gender, and position in the firm, whether to participate in a strategy planning or implementation course.

### **3.5 Data Collection Procedure**

The researcher administered the questionnaire personally to all the selected respondents. The questionnaires were structured so that same questions asked were in the same way, order and same wordings used among all the respondents. Questionnaire administration is a challenging task, the researcher had a team consisting of 5 voluntary students and a research assistant who helped to administer the questionnaire to the executives of the university through face-to-face interview method. In order to be able to achieve a high rate of return, the team will administer the questionnaire to the executives during the working hours. A follow up with phone calls and emails plus personal visits was exercised.

### **3.6 Pilot Study**

The researcher selected a pilot group of 10 individuals from the target population from Vigilance House to test the reliability of the research instrument (Cooper et. al., (2003). This was achieved by first stratifying the individuals according to their level of management. The pilot data was included in actual study. The pilot study was also done to allow pre-testing of the research instrument. The clarity of the respondents was established so as to enhance the instrument's validity and reliability. The pilot study enabled the researcher to familiarize with the study area and its administration procedure as well as identifying items that required modification. The result helped the researcher to correct inconsistencies that were likely to arise from the instruments so as to capture what was intended.

### **3.7 Validity**

Validity is the degree to which results obtained from the analysis of the data actually represents the phenomenon. The researcher validated the content of the research instrument that was evaluated through the actual administration of the pilot group. The researcher further measured the degree of the content validity to the data collected using a particular instrument to represent a specific domain of indicators or content of a particular concept.

### **3.8 Reliability**

The researcher selected a pilot group of 10 individuals from the target population to test the reliability of the research instrument. This was achieved by first stratifying the individuals according to their level of management. The researcher also put in consideration gender equity and geographical background of individuals. The pilot data was included in actual study. The pilot study was allowed for pre-testing of the research instrument. The clarity of the respondents was established so as to enhance the instrument's validity and reliability. The pilot study enabled the researcher to familiarize with the study area and its administration procedure as well as identifying items that required modification. The result helped the researcher to correct inconsistencies that would have arisen from the instruments so that to capture what was intended.

### **3.9 Data Analysis**

Before the researcher analyzed the data, all the filled up questionnaires were checked for reliability and verification and in a manner that facilitates analysis (Mary Ngechu 2006). The data was coded and entered into SPSS software then analysis was run. The data was analysed by use of inferential statistics for quantitative data. Quantitative data was presented in form of tables, while explanation to the same was presented in prose. The researcher content analysis to test data that was qualitative in nature or in respect of the data collected from the open ended questions. According to Baulcomb, (2003), content analysis uses a set of categorization for making valid and replicable inferences from data to their context. The researcher applied ANOVA to determine the significance of each of the variables with respect to the influence of board attributes on firm value. This established the extent to which each independent variable affect the dependent variable as it will be shown by statistics.

### **3.10 Ethical Considerations**

There are several reasons why it is important to adhere to ethical norms in research. First, norms promote the aims of research, such as knowledge, truth, and avoidance of error. For example, prohibitions against fabricating, falsifying, or misrepresenting research data promote the truth and avoid error. Second, since research often involves a great deal of cooperation and coordination among many different people in different disciplines and institutions, ethical standards promote the values that are essential to collaborative work, such as trust, accountability, mutual respect, and fairness. Research ethics involves the application of fundamental ethical principles as follows;

## **4.0 DATA ANALYSIS AND INTERPRETATIONS**

### **4.1 Response Rate**

The study targeted a sample size of 72 respondents from which 70 filled in and returned the questionnaires

making a response rate of 97.2%. This response rate was satisfactory to make conclusions for the study. The response rate was representative. According to Mugenda and Mugenda (2003), a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. Based on the assertion, the response rate was considered to excellent.

**Table2: Response rate**

	Questionnaires Administered	Questionnaires titled & Returned	Percentage
Respondents	72	70	97.2

Source: Researcher 2014

#### 4.2 Demographic Information

The study sought to establish the background information of the respondents including respondents' gender, age and duration of work in the organization, level of education and challenges of strategy implementation. This meant to establish the gender balance of the management staff work experience in KPS and their level of prowess.

#### 4.3 Gender Distribution

The study sought to determine the gender of the respondent and therefore requested the respondent to indicate their gender. The study found that majority of the respondent as shown by 78.5% were males whereas 21.4% of the respondent were females, this is an indication that both genders were involved in this study and thus the finding of the study did not suffer from gender biasness.

**Table3: Gender respondent**

Gender	frequency	Percentage
Male	55	78.5
Female	15	21.4
<b>Total</b>	<b>70</b>	<b>100</b>

Source: Researcher 2014

#### 4.4 Age Distribution

The study requested the respondent to indicate their age category, from the findings, it was found that most of the respondents as shown by 7.1% of the respondents were aged between 35 to 40 years, 12.8% of the of the respondent were aged between 25 to 30 years , 25.7% were aged between 41-44 years, 20.% of the respondent were aged between 31 to 34 years, 5.7% of the respondents were aged over 51 years, 5.7% of the respondents indicated that they were aged between 18-24, whereas 22.8% of the respondents indicated that they were aged 45-50 years. This is an indication that respondents were well distributed in terms of their age.

**Table4: Distribution of respondents by age**

Age	Frequency	Percentage
18-24 yrs	4	5.7
25-30 yrs	9	12.8
31-34 yrs	14	20
35-40 yrs	5	7.1
41-44 yrs	18	25.7
45-50 yrs	16	22.8
above 51 yrs	4	5.7
<b>Total</b>	<b>70</b>	<b>100</b>

Source: Researcher 2014

#### 4.5 Duration of service

The study found that 20 % of the respondents had served the company for 6 - 10 years, 8.5 % of the respondents indicated that they had served the company for 2 - 5 years. 68.5 % of the respondents indicated that they had served the company for 11 years and above, whereas 2.8 % of the respondent indicated that they had served the company for less than 2 years. This implies that majority of the respondents had served the service, for more than 11 years. From the study it can be concluded that most of the employees working in the service are energetic who can perform well in the development of the institution as well as adopting the emerging that are intended to improve the operation of the institution

**Table5: Duration of service in the organization**

Duration	Frequency	Percentage
Below 2 yrs	2	2.8
2-5 yrs	6	8.5
6-10yrs	14	20
Above 11	48	68.5
<b>Total</b>	<b>70</b>	<b>100</b>

**Source: Researcher 2014**

#### 4.6 Level of Education

The study requested the respondent to indicate their highest level of education. It was established that 14.2% of the respondent indicated their highest level as bachelors, 7.1% of the respondent indicated their highest level as masters whereas 22.8 % of the respondents indicated their highest level as higher diploma whereas 35.7 % of the respondents indicated their highest level as diploma. This is an indication that most of the employees in the service either had diploma or higher diploma education. This was of great importance since it shows employees had needed skills and expertise, consciously building and strengthening strategy-supportive competencies and competitive capabilities, and organizing the work effort (Thomson et.al. 2006). Thus, they were more adept to answer the questions correctly

**Table6: Respondent highest level of Education**

Education	Frequency	Cf	Percentage
Certificate	14	14	20
Diploma	25	39	35.7
High Diploma	16	55	22.8
Degree	10	65	14.2
Masters	5	70	7.1
PhD			
<b>Total</b>	<b>70</b>		<b>100</b>

**Source: Researcher 2014**

#### 4.7 Strategy Implementation

The study sought to determine the extent to which KPS face challenges in the strategy implementation at the various levels. It was found that majority of the respondents rated the challenges at these levels to a great extent; business level as shown by mean a of 2.2285, Operational level as shown by the mean of 2.0428, corporate level as shown by the mean of 2.0428 dynamic level as shown by the mean of 1.9285, functional level as shown by the mean of 1.8571.

**Table7: Challenges in the strategy implementation**

	Very great extent	Great extent	Moderate extent	Little extent	Not at all	Mean
Corporate level	20	31	15	4	0	2.0428
Business level	17	26	21	6	0	2.2285
Functional level	24	33	12	1	0	1.8571
Dynamic level	25	30	10	5	0	1.9285
Operational level	24	25	15	6	0	2.0428

**Source: Researcher 2014**

#### 4.8 Organization Performance and Strategy Implementation

On the respondent level of agreement on various statements relating to organization performance and strategy implementation, the study established that majority of the respondent agreed that the types of performance measures used by the organization affects strategy implementation as shown

**Table8: Organization Performance**

	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree	Mean
Individual employee's performance affects strategy implementation	32	25	13	0	0	4.2714
The organization's targets affect implementation of strategy in the organization	25	35	10	0	0	4.2142
The types of performance measures used by the organization affects strategy implementation	29	30	11	0	0	4.2571
The organization's output levels affect strategy implementation	21	27	20	2	0	3.9571
Time spent undertaking a job affects implementation of strategy	26	30	14	0	0	4.1714

**Source: Researcher 2014**

From the above data it's evident that individual employee's performance affects strategy implementation by mean of 4.2714. The type of performance measures used by the organization affects strategy implementation by the mean of 4.2571. The organization's targets affect implementation of strategy in the organization as shown by the mean of 4.2142; Time spent undertaking a job affects implementation of strategy as shown by the mean of 4.1714. The organization's output levels affect strategy implementation as shown by the mean of 3.9571.

**4.9 Management Skills and communication**

The study sought the respondent's opinion on the effects of managerial skills on strategy implementation in relation to performance of the service.

**Table9 Effect of the level of management skills and communication on strategy implementation**

Levels of skills	Frequency	Percentage
Very great extent	15	21.4
Great extent	40	57.1
Moderate extent	10	14.2
Little extent	5	7.1
Not at all		
<b>Total</b>	<b>70</b>	<b>100</b>

**Source: Researcher, 2014**

It was found that majority of the respondents (57.1%) indicated that the level of management skills and communication affected the strategic implementation in the service to a great extent, 21.4 % indicated that the level of management skills and communication affected the strategic implementation at the service to a very great extent, 14.2 % indicated that the level of management skills affected the strategic implementation service to a moderate extent, whereas 7.1% indicated that the level of management skills affected the strategic implementation service to little extent. This implies that the level of management skills and communication affects the strategy implementation in the service to a great extent.

**Table10: Effect of level of management skills on the strategic implementation**

	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree	Mean
The top management's skill to the strategic direction itself is the most important factor.	25	30	15	0	0	4.1428
The top management demonstrates their willingness to give energy and loyalty to the implementation process for it to succeed.	25	34	11	0	0	4.2000
Managers do not spare any effort to persuade the employees of their ideas for strategy implementation to be effective.	33	35	2	0	0	4.4428
There is lack of top management backing which is the main inhibiting factor	27	43	0	0	0	4.3857
There is lack of managers commitment to full performing their roles which leads to the tower ranks of employees missing support and guidance	22	34	14	0	0	4.1142

**Source: Researcher 2014**

The study further established that there was lack of manager's full commitment to performing their roles which leads to the lower ranks of employees missing support and guidance as shown by the mean of 4.1142. The top management's skill to the strategic direction itself is the most important factor as shown by the mean of 4.1428, The top management demonstrates their willingness to give energy and loyalty to the implementation process for it to succeed as shown by the mean of 4.2000, There is lack of top management backing which is the main inhibiting factor as shown by the mean of 4.3857. The respondents strongly agreed that the managers don't spare any effort to persuade the employees of their ideas for strategy implementation to be effective as shown by mean of 4.4428. Rapa and Kauffman, (2005) argues that the most important thing when implementing a strategy is the top management's commitment to the strategic direction itself. This is undoubtedly a prerequisite for strategy implementation. Therefore, top managers demonstrate their willingness to give energy and loyalty to the implementation process. Strategy implementation is not a top-down-approach. Consequently, the success of any implementation effort depends on the level of involvement of middle managers (Rapa and Kauffman, 2005)

H0: the three means are equal

H1: the means are not equal (**level of management skills affects strategic implementation**)

Test criteria:

At alpha=0.05

If (F computed > F table) then we fail to accept H0

**ANOVA**

Source of variation	Sum of Squares	Df	Mean sum of squares	F Ratio
SS <sub>B</sub>	1866.1	2	MS <sub>B</sub> =933.05	MSB = 31.9 MSW
SS <sub>w</sub>	351.2	12	MS <sub>w</sub> =29.27	
<b>TOTAL</b>	2217.3	14		

F critical at 5% level of significance is 3.89 and the F computed is 31.9.



**Regression analysis**

**Coefficients:**

	Estimate	Std. Error	t value	Pr(> t )
<b>(Intercept)</b>	5.862e-15	3.698e-15	1.585e+00	0.254
<b>Strongly agree</b>	1.000e+00	1.039e-16	9.623e+15	<2e-16 ***
<b>Agree</b>	1.670e-17	8.940e-17	1.870e-01	0.869
<b>Neutral</b>	0	0	0	0

**Residual standard error:** 8.3e-16 on 2 degrees of freedom

**Multiple R-squared:** 1, **Adjusted R-squared:** 1

**F-statistic:** 4.878e+31 on 2 and 2 DF, p-value: < 2.2e-16

**Researcher, 2014**

Thus:  $Y(\text{level of management skills}) = 5.862e-15 + 1.000e(\text{Strongly agree}) + 1.670e-17(\text{Agree})$

**4.10 Staff Training**

The study also sought to establish the effects of staff training on strategy implementation in relation to performance. 55.7%, 28.5% and 15.7% of the respondent agreed that staff training affects strategy implementation relation to performance to very great extent, Great extent and Moderate extent respectively.

**Table11 Staff training effect on strategy implementation in the Kenya Police Service**

	Frequency	Percent
Very Great Extent	39	55.7
Great Extent	20	28.5
Moderate Extent	11	15.7
<b>Total</b>	<b>70</b>	<b>100</b>

**Source: Researcher 2014**

On the respondents rating of the various aspects of staff training that affect strategy implementation in KPS, the study found that the respondents rated the following to a great extent; Employee training is an attempt to improve employee performance by increasing the employees' ability to perform as shown by the mean of 4.1571, Creating and sharing an organizational goal as shown by the mean of 4.2000, Acting as a role model as shown by the mean of 4.2142, Training and development programmes are designed to educate employees beyond the requirements of their current position so that they are prepared for a broader and more challenging role in the organization as shown by the mean of 4.1714, Allowing employee participation in making job-related decisions as shown by the mean of 4.1571, Encouraging creativeness as shown by the mean of 4.1428, Providing support for employees as shown by the mean of 3.9285, Training is the process of imparting knowledge and skills and presents employees or beneficiaries with the skills they need to perform their jobs better as shown by the mean of 4.2428.

Rapa and Kauffman, (2005) argues that for purpose of strategy implementation, it is desirable to create an added advantage between the intended strategy and the specific personality profile of the implementation's key players in the different organizational departments.

**Table12: Aspects of staff training that affect strategy implementation at Kenya Police Service.**

	Very great extent	Great extent	Moderate extent	Little extent	Not at all	Mean
Employee training is an attempt to improve employee performance by increasing the employees' ability to	22	37	11	0	0	4.1571
Training and development programmes are designed to educate employees beyond the requirements of their current position so that they are prepared for a broader and more challenging role in the organization	26	30	14	0	0	4.1714
Creating and sharing an organizational goal	24	36	10	0	0	4.2000
Acting as a role model	25	35	10	0	0	4.2142

Encouraging creativeness	21	38	11	0	0	4.1428
Providing support for employees	15	35	20	0	0	3.9285
Allowing employee participation in making job-related decisions	23	35	12	0	0	4.1571
Training is the process of imparting knowledge and skills and presents employees or beneficiaries with the skills they need to perform their jobs better	27	33	10	0	0	4.2428

Source: Researcher 2014

H0: the three means are equal

H1: the means are not equal (**staff training affect strategy implementation at Kenya Police Service**).

Test criteria:

At alpha=0.05

If (F computed > F table) then we fail to accept H0

**ANOVA**

Source of variation	Sum of Squares	Df	Mean sum of squares	F Ratio
SS <sub>B</sub>	17947	2	MS <sub>B</sub> =8973.5	
SS <sub>w</sub>	194	18	MS <sub>w</sub> =10.8	MSB = 832.6
				MSW
<b>TOTAL</b>	1988.7	20		

F critical at 5% level of significance is 3.55 and the F computed is 832.6.

**Regression analysis**

**Coefficients:**

	Estimate	Std. Error	t value	Pr(> t )
(Intercept)	-4.223e-16	1.542e-15	-2.740e-01	0.7978
Very great extent	1.000e+00	2.473e-17	4.044e+16	<2e-16 ***
Great extent	1.452e-16	3.535e-17	4.109e+00	0.0147 *
Moderate extent	0	0	0	0

**Residual standard error:** 2.035e-16 on 4 degrees of freedom

**Multiple R-squared:** 1, Adjusted R-squared: 1

**F-statistic:** 9.586e+32 on 2 and 4 DF, p-value: < 2.2e-16

Thus:

$$Y (\text{Staff training}) = -4.223e-16 + 1.000e (\text{very great extent}) - 1.452e-16 (\text{great extent})$$

#### 4.11 Organizational Structure

The study further sought to determine the effects of organization structure on strategy implementation and how it impacts on performance of the Kenya Police Service. From the finding on the extent to which organizational structure affects the strategy implementation in the organization, the study found that majority of the respondents as shown by 47.1% indicated that organizational structure affect the strategy implementation in the organization to a great extent, 37.1% indicated that organizational structure affect the strategy implementation in the organization to a very great extent, whereas 15.7% indicated that organizational structure affect the strategy implementation in the organization to a moderate extent. This is an indication that the organizational structure affects the strategy implementation in KPS to a great extent.

**Table13: Extent to which organizational structure affects strategy implementation**

	Frequency	Percent
very great extent	26	37.1
great extent	33	47.1
moderate extent	11	15.7
<b>Total</b>	<b>70</b>	<b>100</b>

Source: Researcher 2014

In regard to the level of agreement on statements relating to organization structure, the study found that the respondents agreed that the organization embraces freedom of expression during strategy implementation as shown by the mean of 4.2857, Supervisors delegate duties and functions during strategy implementation as shown by the mean of 4.2571, Management organizes meetings to discuss issues on strategy implementation as shown by the mean of 4.2000, Organization size affects strategy implementation as shown by the mean of 4.1857, Organization chart affects strategy implementation as shown by the mean of 4.1714, Organizational

Structure is different in each business and is key to strategy implementation.

(Olson et al 2005) mention that organizational structure (such as formalization, centralization, specialization, and integration) is a critical component of strategy implementation (Tan, 2001). Consequently, a suitable structure of an organization may have influence on organizational innovation. This then brings to superior organizational performance. The study established that the organization structure affects strategy implementation through bureaucratic bottlenecks, differentiated roles that lead to specialization, number of reporting lines, implementation challenges, type of the structure, harmony of reporting lines and employee placement.

**Table14: Level of agreement on organization structure**

	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree	Mean
Management organizes meetings to discuss issues of strategy implementation.	27	30	13	0	0	4.2000
The organization embraces freedom of expression during strategy implementation	30	3 0	10	0	0	4.2857
Supervisors delegate duties and functions during strategy implementation.	28	32	10	0	0	4.2571
Organization chart affects strategy implementation.	23	36	11	0	0	4.1714
Organization Size affects strategy implementation.	23	34	14	0	0	4.1857

Source: Researcher 2014

**Model Summary**

The analysis of variance is used to test the hypothesis that the three means are equal.

**Hypothesis:**

H0: the three means are equal

H1: the means are not equal (**Level of agreement on organization structure is significant**)

**Test criteria:**

At alpha=0.05

If (F computed > F table) then we fail to accept H0

**ANOVA**

Source of variation	Sum of Squares	Df	Mean sum of squares	F Ratio
SS <sub>B</sub>	1140.4	2	MS <sub>B</sub> =570.2	
SS <sub>w</sub>	79.2	12	MS <sub>w</sub> =6.6	MSB = 86.394 MSW
<b>TOTAL</b>	1219.6	14		

F critical at 5% level of significance is 3.89 and the F computed is 86.394.

**Regression analysis**

Adjusted R squared is coefficient of determination which tells us the variation in the dependent variable due to changes in the independent variables

**Coefficients:**

	Estimate	Std. Error	t value	Pr (> t )
<b>(Intercept)</b>	3.652e-14	5.596e-14	6.530e-01	0.632
<b>Strongly agree</b>	1.000e+00	8.356e-16	1.197e+15	5.32e-16 ***
<b>Agree</b>	-5.306e-16	8.066e-16	-6.580e-01	0.630
<b>Neutral</b>	-3.936e-16	7.033e-16	-5.600e-01	0.675

**Residual standard error:** 4.719e-16 on 1 degrees of freedom

**Multiple R-squared:** 1, Adjusted R-squared: 1

**F-statistic:** 5.808e+31 on 3 and 1 DF, p-value: < 2.2e-16

Thus:

$Y(\text{Level of agreement on organization structure}) = 3.652e-14 + (\text{strongly agree}) - 5.306e-16(\text{agree}) - 3.936e-16(\text{neutral})$ .

## **5.0 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Summary of Findings**

#### **5.2 Organizational Structure on implementation of strategic Planning**

The study established that the organizational structure affects the implementation of strategic plans in the service to a great extent. The study further revealed that the organization embraces freedom of expression during strategy implementation. Organization, size affects strategy implementation while supervisors delegate duties and functions during strategy implementation. Management organizes meetings to discuss issues to do with strategic implementation. It was found out that the organization structure affects strategy implementation in the organization through meetings and discussion, freedom of expression, delegation of duties and functions, organization charts, organization Size allow implementation of strategic plans. Organizational Structure is different in each business and is a key to strategic planning implementation. Olson et al. (2005) mention that organizational structure (such as formalization, centralization, specialization, and integration) is a critical component of strategic planning implementation (Tan, 2001)

#### **5.3 Managerial skills & Communication on implementation of strategic Planning.**

The study established that the level of managerial skills & communicate affected the strategic Planning implementation in the service to great extent The study revealed that there is lack of manager's commitment to performing their roles which leads to the lower ranks of employees missing support and guidance, the top management's skill to the strategic direction itself is the most important factor.

The top management demonstrates their willingness to give energy and loyalty to the implementation process for it to succeed, there is lack of top management backing which is the main inhibiting factor and that the managers don't spare any effort to persuade the employees of their ideas for strategy implementation to be effective. (Rapa et. al., 2005) argues that the most important thing when implementing a strategy is meeting top management's commitment to the strategic direction itself. This is undoubtedly a prerequisite for strategy implementation. Therefore, top managers must demonstrate their willingness to give energy and loyalty to the implementation process. Strategic Planning implementation is not a top-down-approach. Consequently, the success of any implementation effort depends on the level of involvement of middle managers (Rapa et. al., 2005).

#### **5.4 Staff Training in regard to implementation of strategic Planning**

The study established that staff training affects strategic planning implementation at to a great extent. The study established that employee training is an attempt to improve employee performance by increasing the employees' ability to perform, creating and sharing an organizational goal, acting as a role model, training and development programmes are designed to educate employees beyond the requirements of their current position so that they are prepared for a broader and more challenging role in the organization.

It revealed that the training allowed employee participation in making job-related decisions, encouraging creativeness, providing support for employees, training is the process of imparting knowledge and skills and presents employees or beneficiaries with the skills they need to perform their jobs better. Lorange,(2006) argued that human resources represent a valuable intangible assets, he further asserts that one Of the major reasons why strategy implementation efforts foiled was that the human factor was conspicuously absent from strategic planning. (Kauffman et. al., 2005) argues that for purpose of strategic planning implementation, it is desirable to create a fit between the intended Strategy and the specific personality profile of the implementation's key players in the different organizational departments.

#### **5.5 Conclusion**

From the findings the researcher concluded that level of managerial skills & communication influences the strategic planning implementation in the service to great extent. The study established that communication and degree of innovativeness is a key success factor in strategic planning implementation. It affects implementation of strategic planning to a great extent.

The researcher further concluded that training affects strategic planning implementation. It was further established that training was meant to improve employee performance by increasing the employees' ability to perform, creating and sharing an organizational goal, acting as a role model, training and development programmes are designed to educate employees beyond the requirements of their current position. The study concluded that the organizational structure influences strategy implementation in the service. This was through bureaucratic bottlenecks. differentiated roles that lead to specialization, number of reporting lines, implementation challenge, type of the structure with the flat allowing implementation, harmony of reporting lines and employee placement.

## 5.6 Recommendation

The researcher recommends that there is need to enhance the level of managerial skills & communication in the organization, as this will help in strategy implementation thus enhancing the performance. Improved Managerial skills promote shared vision, integrity and promote innovations.

The study also recommends that there is need to enhance communication among the levels in the organization through empowering employees, freedom of expression and shared communication is a key success factor in strategic planning implementation process. The researcher further recommends that there is need to train employees as employee training was found to affect strategy to great extent. Employee training is an attempt to improve employee performance by increasing the employees' ability to perform and sharing an organizational goal. There is need for the management to have an organizational structure that support strategic planning implementation as it was found that organizational structure affects the strategic planning implementation to a great extent.

## 5.7 Area for Further Study

This researcher sought to analyze implementation of strategic plans hence performance in security organs with reference to Kenya Police Service. There is need for a study to be conducted on the challenges facing strategy implementation in the service.

## REFERENCES

- Alashloo, F. R., Castka, P., Sharp, J. M., (2005), Towards Understanding the Impeders of Strategy Implementation in Higher Education (HE): *A case of HE Institutes in Iran, Quality Assurance in Education*, 13(2), 132-147.
- Barbian, J. (2002) "Ensuring Hearts and Minds." in training. Volume 39: No. 2.
- Bauer, J., Abbas K., (2005), "Enhancing Vocational Training for Economic Growth in Pakistan," *The Pakistan Development Review. Pakistan Institute of Development Economics*, 44(4), 567-584.
- Falshaw, R., and Oakland, J.S.(2005). Implementing Business Excellence, Total Quality Management
- Beer, M. and Eisenstat, R.A., (2000), "The Silent Killers of Strategy Implementation and Learning, Sloan Management Review
- Birnbaum B.(2009) Six supporting factors of cooperate strategy. [http://www.birnbaumassociates.com/strategy\\_implementation](http://www.birnbaumassociates.com/strategy_implementation). htrn. Downloaded on 19 Mar2011 01:24:03
- Castas (2005),total quality management continuous improvement continuous improvement, *Journal of European Industrial Training*.
- Johnson G. & Scholes K. (1997), Exploring Corporate Strategy, Prentice Hall
- Gray,(2004), *Doing Research in the real world*, London sage Publication.
- I-Jackett Group (2004a) Balanced Scorecards: Are Their 15 Minutes of Fame Over, the Hackett Group Inc... Miami. U.S.A.
- Higgs, M., & Rowland, D. (2005,June). All changes great and small: Exploring approaches to change and its leadership, *Journal of Change Management*,5(2), 121-152.
- Higgins, J.M.(2005).The eight 'S's of successful strategy execution, *Journal of Change Management*, 5(1), 3-13.
- Hitt, MA;Ireland, RD. and Hoskins son, R.E. (2005).Strategic Management. Ohio: South — Western.
- Hussey, D.(2006) *A framework for implementation*. Hussey, D. (Ed.) *Implementation Challenge*. Chichester, England: John Wiley & Sons.
- Kaplan, R.S. and Norton, D.P.(2001) The Strategy-Focused Organization - How Balanced Scorecard Companies Thrive in the New Business Environment. Boston, MA: Harvard Business School Press.
- Karen S. M, (2006).Strategic Contingency Planning, University of Hawaii. West Ohio
- Krogh, G. and Vicari, S.(1993), an autopsies approach to experimental strategic learning. Cambridge: Basil Blackwell.
- Lawson AG, (2006), Strategy Implementation: structure, System and Process. 2' ed, West Publishing Company, New York.
- Makino S., Chan CM.. Isobe T. and Beamish P.W. (2007) Intended and unintended termination of international joint ventures. *Strategic Management Journal*, 28(11), 1112—1132
- McKinney,(2006) *Improving strategic planning McKinney survey*. The Kinsey Quarterly, 1-11.[www.mckinseyquarterly.com](http://www.mckinseyquarterly.com).downloaded 14 Nov. 2010.
- Peters, T.J and Waterman, R.H. (1984) McKinsey 7'S Model of strategy Implementation available from <http://www.mindtools.com/pagesSTR>.htrn downloaded on 13 Jan
- Peters, T. J. and. Waterman, R.H.(2001). In Search of Excellence: Lessons from America's Best-Run Companies. New York: Harper & Row, Publishers.

- Powell T, (1995), Total Quality Management as Competitive Advantage: A review and Empirical Study. *Strategic Management Journal [SM.J]*, 16(1),15 -37
- Raps, A.(2004).Implementing Strategy, *Strategic Finance*, 85(12), 48-53.
- Richard.A.,(2005) Strategy implementation - an insurmountable obstacle, handbook for Business Strategy.
- Sila. I. (2007) examining the effects of contextual factors on TQM and performance through the lens of organizational theories: an empirical study. *Journal of Operations Management*, 25(1), 83-109.
- Sterling, J. (2003) Translating strategy into effective implementation: dispelling the myths and highlighting what works, *Strategy & Leadership*, 31(3), 27-34.
- Taylor, W. A. (1997) Leadership challenges for smaller organizations: self- perceptions of TQM implementation, *Omega — the International Journal of Management Science*, 25(5), 567-579.
- Taylor,W. A. and Wright, G. H. (2003). A longitudinal study of TQM implementation: factors influencing success and failure, *Omega — the international Journal of Management Science*, 31(2), 97-111
- Thompson A. A., Strickland III A.J., Gamble J. E., & Jam K. A.,(2010): *Crafting and Executing Strategy-The Quest for Competitive Advantage- Concept and Cases*, 16th Ed.. McGraw Hill Ltd, New Delhi.
- Thorpe, E. R. & Morgan, R. E.(2007).In pursuit of the ‘ideal approach” to successful marketing strategy implementation, *European Journal of Marketing*, 41(5/6), 659-677.
- Vadim, (2008 . *Strategic Management Concepts and Cases*, 8th ed.,Prentice-Hall.
- Viseras E., Baines T, and Sweeney M.,(2005), Key Success Factors When Implementing Strategic Manufacturing initiatives *International Journal of Operations & Production Management*. Vol. 25 Tss: 2. pp. 151 - 179
- Voss C. A. (2009). Successful innovation and implementation of new processes, **BLISine SS Strategy Review**, spring. 29-44
- Waterman R.M., Peters, T. R., Phillips, J. R., (2008), *Structure is Not Organization*, in TB. Quinn.
- H.Mintzberg, R.M. Jones (eds). *The Strategy Process: Concepts, Contents and Case*. New York: Prentice Ha

The IISTE is a pioneer in the Open-Access hosting service and academic event management. The aim of the firm is Accelerating Global Knowledge Sharing.

More information about the firm can be found on the homepage:  
<http://www.iiste.org>

## CALL FOR JOURNAL PAPERS

There are more than 30 peer-reviewed academic journals hosted under the hosting platform.

**Prospective authors of journals can find the submission instruction on the following page:** <http://www.iiste.org/journals/> All the journals articles are available online to the readers all over the world without financial, legal, or technical barriers other than those inseparable from gaining access to the internet itself. Paper version of the journals is also available upon request of readers and authors.

## MORE RESOURCES

Book publication information: <http://www.iiste.org/book/>

## IISTE Knowledge Sharing Partners

EBSCO, Index Copernicus, Ulrich's Periodicals Directory, JournalTOCS, PKP Open Archives Harvester, Bielefeld Academic Search Engine, Elektronische Zeitschriftenbibliothek EZB, Open J-Gate, OCLC WorldCat, Universe Digital Library, NewJour, Google Scholar

