

# Effect of Strategic Leadership and Communication on Strategy Implementation in the Administration Police Service in Kenya

Ishaq Buya<sup>1\*</sup> Wilfred Kakucha<sup>2</sup> Dr. Fridah T. Simba (PhD)<sup>3</sup> Dr Anwar Ahmed (PhD)<sup>4</sup>

1. PhD Candidate, Jomo Kenyatta University of Agriculture and Technology (Author) P.O Box 81318-80100 Mombasa

2. Jomo Kenyatta University of Agriculture and Technology, Mombasa CBD Campus -P.O Box 81310-80100, Mombasa-Kenya

3. Technical University of Mombasa, Kwale Campus -P.O Box 90420-80100, Mombasa-Kenya

## Abstract

In order for organizations to achieve their goals and objectives, it is necessary for them to adjust to their environment through strategy. It is therefore imperative for the Police service in Kenya to understand their resources and the forces that shape organizational competition. However it has been known that significant number of strategic initiatives fail during their implementation since it has been recognized as the biggest challenge for organizations. Kenya's Vision 2030 lays emphasis on security as crucial pillars for economic growth implying the police play a crucial role in creating the conditions in which development can take place. The Administration Police Service in trying to better its service delivery has so far drawn up three strategic plan with 2013-2017 being the current plan under implementation. However, there has been little change in the structure, accountability and attitude of the police service to match these plans. Despite experiencing numerous attacks, 5% of people in Lamu County view the police as a threat to local security and 25% of residents rated the police performance as quite bad while previous reports indicate that the police were slow in responding to attacks in the county. This study therefore sought to find out the determinants of an effective strategy implementation in Administration police service in Kenya. Specifically the study sought to determine the influence of management style, communication, organizational culture and stakeholder involvement on effective implementation of strategies. The findings of this study will seek to fill the existing information gap on the issues impeding the implementation of the strategies at Administration Police Service as an instrument of modernizing the Administration Police which has been shown to be making slow progress on intended reforms in the service. The study adopted a cross sectional descriptive design involving survey of senior officers and 212 junior police officers. The senior police officers including County/Sub-county Commanders and head of Divisions were purposively sampled to respond to key informant interviews while junior officers stratified into divisions were randomly selected to respond to self-administered questionnaires. Quantitative data from the questionnaires was analyzed using SPSS version 20 which involved description using frequencies and percentages while factor analysis was used to draw up factors accounting for the highest variation in the variable of concern. The factors developed were then subjected to regression analysis. The results of the quantitative data were presented in form of graphs, charts and tables.

**Keywords:** Police, strategy implementation practices, strategy, strategic leadership, communication.

## 1.0 INTRODUCTION

According to Pearce and Robinson (2000); Kandie and Koech (2015), in order for organizations to achieve their goals and objectives, it is necessary for them to adjust to their environment through strategy. It is therefore imperative for the Police service to understand their resources and the forces that shape organizational competition. As a way of meeting these increasing demands the police globally have embraced the issues of strategic management (Sterling, 2003; Kimiti, *et al.*, 2014). It is imperative to note that even the well-crafted strategies are useless if they cannot be implemented (Prasad, 2015). However it has been known that significant number of strategic initiatives fail during their implementation since it has been recognized as the biggest challenge for organizations (Blahová & Knápková, 2011). The increased demand for better quality services from the Kenyan government has risen as a result of increased citizens' expectation about the quality and value of those services rise (Chemwei, *et al.*, 2014).

Strategy implementation is an action phase of the strategic management process involving putting the chosen strategy into practice, resourcing the strategy, configuring the organization's culture and structure to fit the strategy and managing change (Schermerhorn, 2010). Effective implementation of a strategy occurs when the resources and actions of the organizations are linked to the strategic priorities, when the objectives set are achieved and when main factors of success are identified and the alignment reporting and performance measures (Sorooshian, *et al.*, 2010). Implementation of a strategy is seen as a non-linear process since it involves continually scanning the environment changes in the process and adjusting the strategy according to these changes so as not to render the strategy being implemented useless at the course of implementation (Campbell, *et al.*, 2002).

Police reforms across the world are constantly carried out as a standard practice of modern policing since they are always under great pressure from state and non-state actors to reduce an ever increasing criminal instances while at the same time operating within the confines of the law (Savage, 2007; Chtalu, 2014). Successful police reforms however is associated with proper implementation of strategic plans as a driver to open police culture as well as presenting greater opportunity for external scrutiny of policing activities. A study of Romanian and Bulgarian police found that, despite police reform efforts through strategic planning, police-community relations were still characterized by distrust (Andreescu & Keeling, 2012). Similar findings were also recorded in Maldives where it was found that despite implementing strategic plans there appeared to be a disconnect between the community's expectations and police priorities (Srivastava & Kotwal, 2011). Contrary findings were made among Queensland Police Service which found that strategic planning was associated with successful reforms in the police service (Hann & Mortimer, 2003).

### **1.1 THE ADMINISTRATION POLICE IN KENYA**

Administration police service is established under provisions in an act of parliament known as the police Act, Chapter 85 of the law of Kenya. The service is divided into counties and formations for ease of administration. The counties are subdivided into divisions, stations and posts. The service has an organization structure which includes the Directorate of Administration, planning and administration section. The section is responsible for the preparation of the service's strategic plan among other functions (Kenya Police & Kenya Administration Police, 2003). The Administration Police Service operation extends to lowest echelons of administration (i.e. sub-locational level) thus is aimed at ensuring that security services are accessible to all irrespective of geographical locations (Administration Police Service, 2015). Administration Police are charged with the responsibility of assisting the provincial administration and other agencies in execution of their mandate, provide policing and paramilitary services to compliment the Kenya police and to provide alternative capacity for use during situations of state emergencies (Kiraithe, 2011). The Kenya Police role focuses primarily on preventing and detecting crime down to the station level while the Administration Police focuses on community safety and conflict resolution at the local level, particularly in rural areas. Typical of other public sector organizations, the aim of the AP is to maximize output within a given budget (some organizations currently having to try to do both) and, while elements of competition do exist, it is much more common to think of collaborators.

The Administration Police Strategic Plan (2009-2013) is similar to the previous strategic plan of 2004-2009 with the inclusion of public-private partnership aspects and monitoring and evaluation system. The new 2013-2017 strategy envisions more efficient services with incorporation of technology as a strategic objective. However, there are great similarities, especially in the priorities, between these three strategic plans implying that they were consistently not satisfactorily addressed (Kiraithe, 2011). Further preceding strategic plans have not been evaluated but the current plan only highlights the achievements that were made in previous plans with recognition of need of improvement without laying bare the challenges experienced during implementation of the predecessors. It is therefore hard to tell the extent to which each objective was achieved and the challenges experienced in implementation in order to improve on plans of action in the future (Tabo, 2013).

### **1.2 STATEMENT OF THE PROBLEM**

Many public organizations today face major unpredictable changes as a result focusing on becoming more competitive by launching strategic plans that give them an edge over others but these plans ends up collecting dust on shelf (McNamara, 2008). This calls for a strategic fit of an organizations core competence levels, technology, leadership styles markets, culture, people and environmental influences. Kenya's Vision 2030 lays emphasis on security as crucial pillars for economic growth and therefore the police being the main providers play a crucial role in creating the conditions in which development can take place (Safeworld & PeaceNet, 2008; Kivoi & Mbae, 2013).

The Kenya 2010 Constitution stipulates various police reforms which if fully implemented will revamp the Police Service and address cases of police welfare, impunity by rogue officers, inefficiency and gross human rights violations (Kivoi & Mbae, 2013). As part of the police reform process, both the Administration Police and Kenya Police were required to produce five-year strategic development plans as a means to help them manage competing demands and identify clear priorities. The Kenya Administration Police Strategic Plan 2004 – 2009, The Kenyan Administration Police Strategic Plan of 2009 – 2013 and the new Kenyan Administration Police Strategic Plan 2013-2017 all aimed to transform APS into a world class service.

However, there has been little change in the structure, accountability and attitude of the police service to match these plans. Reports commissioned by the Government of Kenya including Krieglger, et al., (2008), National Task Force on Police Reforms, (2009) and Waki, et al.,(2008) all indicated that the Police service in Kenya has poorly adapted to changes in the external environment. As a measure of output in the AP strategic plan, it envisioned 46% drop in crime rate but in 2014, crime reported to the police declined by 3.4% while the number of offenders reported reduced by 3.7% (KNBS, 2015). Also in the Strategic plan of 2009-2013, the AP

recognize the absence of establishment of a monitoring and evaluation to assess the implementation of the previous strategic plan and therefore recommends for the establishment of this critical component to evaluate its implementation as well as ensuring it remains on track to be done at least quarterly (Administration Police, 2010). However, evidence has it that this evaluation rarely happens save for an annual event. Further, although a new strategic plan 2013-2017 has been drawn it is yet to be launched and reforms in the police sector in general have been slow.

Also there has been reported increase of up to 30% in extrajudicial killings in 2014 from 2013 by the police (IMLU, 2014; KNHCR, 2014). The police also face constrained police-community relations for instance, in an earlier survey it was reported that 58% of Kenyans feared reporting to the police since they feared torture (IMLU, 2011, 2014; Dumber, 2014; KNHCR, 2014, 2015). Despite moderate levels of awareness (56.3%) of community policing which is the central focus of the AP, its embrace by the community remains relatively low (9%) since up to 39% of Kenyans fear being harassed by the police during community policing activities (IPOA, 2013). The lack of progress in implementing the reform agenda increases the risk of human rights abuses and limits the preparedness of the police to handle such abuses in a fair and effective manner (Amnesty International, 2013).

### 1.3 PURPOSE OF THE PAPER

1. To investigate the effect of strategic Leadership styles on the strategic implementation in the Administration police service in Kenya.
2. To establish the effect of strategic communication on the strategic implementation in the Administration police service in Kenya.

### 1.4 IMPORTANCE OF THE STUDY

The findings of this study seek to fill the existing information gap on the issues impeding the implementation of the strategies at Kenya Police Service as an instrument of modernizing the Administration Police which has been shown to be making slow progress on intended reforms in the service. The lack of progress in implementing the reform agenda increases the risk of human rights abuses and limits the preparedness of the police to handle such abuses in a fair and effective manner (Amnesty International, 2013). As such the managers and administrators in the service will hopefully use the information generated in the formulation and implementation process while effectively addressing any foreseen challenges during implementation in good time to allow smooth strategy implementation. The study will also hopefully help the institution in pointing out areas of difficulties in allocating resources hence address the priority areas.

Second, academicians in the fields of Non-profit and Strategic Management who may see this as a good basis for further research, especially in Kenya and Africa. This study will serve to further examine the role of organizational culture, stakeholder involvement, management style and organizational culture in enhancing effective strategy implementation.

Finally, donors, governments, partners and other stakeholders in seeking accountability and efficient including professionalism in Kenya. The study will form a base for future scholars and researchers who may want to study in the area of strategy implementation. It is a source of reference as it has provided information on challenges of strategy implementation.

### 1.5 HYPOTHESIS

A hypothesis is a statement or explanation that is suggested by knowledge or observation but has not, yet, been proved or disproved (Yin, 2009). The following null hypotheses were generated from reviewed literature;

**H<sub>01</sub>**: Strategic Leadership style has no effect on the strategic implementation in the Administration police service in Kenya.

**H<sub>a1</sub>**: Strategic Leadership style has an effect on strategic implementation in the Administration police service in Kenya.

**H<sub>02</sub>**: Strategic Organizational communication has no effect on the strategic implementation in the Administration police service in Kenya.

**H<sub>a2</sub>**: Strategic Organizational Communication has an effect on strategic implementation in the Administration police service in Kenya.

## 2.0 REVIEW OF LITERATURE

### 2.1.1 Strategic Leadership

According to cognitive theory, the environment, people and behavior are constantly influencing each other as a result behavior is not simply the result of the environment and the person, just as the environment is not simply the result of the person and behavior. In this front, leadership style can be viewed as a series of managerial attitudes, behaviors, characteristics and skills based on individual and organizational values, leadership interests and reliability of employees in different situations (Faghihi&Allameh, 2012). Therefore the leaders identify

problems connected to the innovation or strategic change, how this change could be beneficial and how easy or difficult it would be to change their behaviour to adapt to it.

An effective strategic plan implementation, with the ultimate goal of realizing improved organizational performance requires embracing factors that will entice leadership to motivate their employees to put in their best in order to enhance implementation practices (Ghuman, 2010; Gentry, *et al.*, 2014). It is incumbent upon the leader (DIG and Commanders APS) to provide direction and purpose for the organization and to carry everyone along with her/him. The manager must get commitment of his subordinates (junior APS Officers and their Supervisors) embedded in mutual goals. For many years, the economic theory has proposed to buy worker cooperation by paying wages to be used by wage earners to buy progress toward the personal goals. However, Fiates, *et al.*, (2010) stressed the provision of conducive environment to the employees as key in achieving effectiveness and innovation. Essentially management involves accomplishing goals with and through people. As such, a manager must be concerned about tasks and human relationships.

Harvey, (2005) points out that 80% of organizations directors believe that they have good strategies but only 14% believe that they implement them well. In a study by Čater and Pučko, (2010), on the activities for and obstacles to strategy execution among 172 Slovenian Companies, they found out that managers mostly relied on planning and organizing activities when implementing strategies, while poor leadership was regarded as the biggest obstacle to strategy execution emanating from insufficient management skills and employee's unwillingness to share their knowledge. Salvendy (2012) argues that most managerial problems have physical, psychological, social and economic aspects.

By bringing together a team with a variety of backgrounds, new and advanced approaches to old problems are often obtained. The scientific mind from each discipline attempts to extract the essence of the problem and relate it structurally to other similar problems. Arasa *et al.* (2011) contend that strategic leaders manage radical change to achieve dramatic improvements in organizational activities. Such leaders communicate internally and externally with an open management style, trying to build a new culture in which employees can feel involved. This calls for strategic leadership to motivate their employees in order to enhance implementation practices as well as keep the organization responsive and innovative through supporting employees who are willing to initiate new ideas (Abok, *et al.*, 2013).

The DIG APS and the County commanders are the team that can shape the organization and has the responsibility of attaining the strategic ambition of the organization. This implies that the management must spend time to comprehend the consequences of emanating from the implementation process and come up with a road map of the implementation to suit the envisioned change before undertaking the exercise. For effective strategy implementation, leaders must champion and be committed to it (Awino, 2000). Awino argues that, for an envisioned corporate agenda to be successful, a commitment from its leaders is mandatory as well as the team members who have the holistic view of the firm and its environment.

The ownership and involvement of the top management extends beyond strategic planning stage and include actual implementation process by which the planned strategies are actualized. This enables the management team's overall ability to work together for a common goal and also to tap into the individual entrepreneurship skills of these team managers. According to SHRM (2012), the concept of strategic leadership involves encouraging employees to perform better by communicating the value of stretched targets providing a scope for individual and team contributions. Arasa, *et al.* (2011) argues that a leader in any organization should provide resources as an indication of commitment, share the vision, and involve people in the process of strategy implementation while listening to various possibilities.

If the leader and employees share the same values and internalize these values, the bond between leader and employee will be strong in all situations leading to free communication that will enable transfer of knowledge. This clearly leads to the observation that an effective leader has to focus on organizational culture and influence every individual to singularly focus on the organization vision. Although strategic plan implementation is perceived to be associated with good firm performance, the organizational leadership could influence the attainment of anticipated results (Jooste & Fourie, 2009). Leaders should focus their members in the same direction with CEOs being at the forefront to provide vision, initiative, motivation and inspiration (Zuzul & Edmondson, 2015). Mulube (2009) noted that for most organizations in Kenya, an emphasis is always placed on democratic leadership characterized by maximizing participation and involvement of group members together with empowerment for decision making.

### **2.1.2 Communication**

According to Li, *et al.* (2008), organizational communication plays an important role in training, knowledge dissemination and learning during the process of strategy implementation. An effective strategy implementation process entails clear and accurate communication on the need for the strategic shift and the logical change process and their impact on employees' status quo. Communication brings commitment, consensus regarding the strategy and helps build relationships among different units/departments, different strategy levels, different implementation tactics, and the administrative system in place, Senior Commanders must ensure that the



objectives are clearer communicated to the junior officers for ownership.

Effective and efficient implementation of strategies requires and calls for unique, creative skills including precision, leadership, and attention to detail, breaking down complexity into digestible tasks and activities and communicating in a clear and concise way throughout the organization and to all its relevant stakeholders (Mohamed & Ngari, 2015). The APS Commanders supervisors despite the red tape involved should ensure every staff member understands the strategic vision, the strategic themes and what their role will be in delivering the strategic vision. In particular, when vertical communication is frequent, strategic consensus (shared understanding about strategic priorities) is enhanced and an organization's performance improves. Further, vertical communication linkages are a means by which strategic consensus and performance can be enhanced.

Since strategy formulation and the effective strategy implementation require the coordination of multiple actors and their activities, interpersonal communication among actors is paramount (Heide, *et al.*, 2002). According to interactional view interpersonal communication is based on the axioms that in the event that multiple actors are involved in a process, not communicating is not possible. And as such everyone in the process tailors the way in which he/she wants to be understood depending on the relationship with the other partner based on their power difference. This contributes to how information flows during the implementation process thus effectively influencing the entire process and its end results.

An effective strategy implementation process entails clear and accurate communication on the need for the strategic shift and the logical change process and their impact on employees' status quo. This coupled with allowing junior APS officers to participate in the planning; designing and implement processes considerably reduce the workforce's tendency to resist. Negotiations, manipulation, support and coercion may also be used to reduce staff fears and resistance. Communication should be a regular rather than a one-off exercise and should be pursued through various channels that management deem fit to access the employees of an organization. Managers must select those to be involved in communication of organizational needs to avoid skeptics or spoilers who would otherwise bend the intended aim as stipulated in the strategic plan. This will involve drawing discussions and debates about the right timing plus the freedom to have open talk on how efficient a plan is being implemented. Borisova and Souleimanova (2013) observed that miscommunication occurs between the point where communication starts and the point where it is received.

Consensus is key in strategy implementation, because strategies can be interpreted in a diverse set of ways (Brinkschröder, *et al.*, 2014). It is the Leaders (Commanders) responsibility to promote and unified direction of the people in the organization. Strategic consensus is connected with implementation success and increased performance. As a mean of enhancing strategic consensus frequent vertical communication plays a crucial role. However major challenge in this communication is lack of honest upward conversations from employees about barriers and underlying causes, which is caused by a strict top-down management style (Chain of command).

Since communication plays a vital role in an organization, it is imperative that managers should foster a culture that embrace clear understanding of communications from all corners of the organization (Abok, *et al.*, 2013). Thus means the Commanders have to be cognizant of the employee's beliefs, attitudes, behaviour, demands and arguments in order for them to communicate effectively the message of strategic plan implementation to the employees (Burnes, 2004). Effective communication by Commanders enables the junior officers and their supervisors to understand the APS strategy, also enable them explore ways through which they can contribute to the attainment of these objective and make the employees aware of the progress of the firm relative to the set objectives. In this way there will be attainment organizational trust and confidence (Aggrawal, 2014).

Communication is the key to gaining people's involvement and significantly reducing their level of uncertainty in the activities of an organization (Burnes, 2004). It is the lifeblood of an organization and without effective communication; the pattern of relationships that we call organizations will not serve anyone's needs.

## 2.2 THEORETICAL FRAMEWORK

### 2.2.1 Strategic Leadership Theory

Strategic leadership theories are concerned with the leadership of organizations and are marked by a concern for the evolution of the organization as a whole, including its changing aims and capabilities (Selznick, 1984). The essence of strategic leadership involves the capacity to learn, the capacity to change and managerial wisdom (Boal & Hooijberg, 2001). According to Boal & Hooijberg (2001) strategic leadership focuses on the people who have overall responsibility for the organization and includes not only the head of the organization but also members of the top management team.

Activities associated with strategic leadership include making strategic decisions, creating and communicating vision of the future, developing key competences and capabilities, developing organizational structures, processes and controls; sustaining effective organizational cultures and infusing ethical value systems into the organization (Hunt, 1991; Ireland & Hitt, 1999). Strategic leaders with cognitive complexity would have a higher absorptive capacity than leaders with less cognitive complexity. To the extent that these leaders also

have a clear vision of where they want their organization to go the absorptive capacity will have a greater focus.

That is, strategic leaders look at the changes in the environment of their organization and then examine those changes in the context of their vision (Boal&Hooijberg, 2001).

### 2.2.2 McKinsey's 7S-Framework Model of Strategy Implementation

The study also borrows from McKinsey's 7S-framework, which identifies seven factors that are essential for strategy implementation namely: strategy, skills, shared values, structure, systems, staff and style. The model is based on the theory that, for an organization to perform well, these seven elements need to be aligned and mutually reinforcing. This shows that for effective implementation; leadership within the organization, communication within the organization, interaction of the organization with the outside environment, organizational culture as well as employees perception of the strategy comes to forefront.

Strategy implementation is an action phase of the strategic management process involving putting the chosen strategy into practice, resourcing the strategy, configuring the organization's culture and structure to fit the strategy and managing change (Schermerhorn, 2010). According to Li,*et al.*, (2008), there are three distinct conceptions of the term strategy implementation: The first approach concentrates on a process perspective and takes strategy implementation as a sequence of carefully planned consecutive steps. The second approach treats strategy implementation as a series of more or less concerted (but often parallel) actions and examines these actions from a behavior perspective. Some authors combine the process perspective and behavior or action perspective and form a third approach, which we label as a hybrid perspective. Strategy implementation can be viewed on a measure of constructs relating to rational planning, logical incrementalism and absence of implementation style (Andrews, *et al.*, 2011; Cherop, *et al.*, 2015). To assess strategy implementation this study will adopt rational planning constructs.

Strategy implementation can be viewed from a nine-step theoretical model developed by Thompson, Gamble and Strickland (2006) which includes: proper staffing of the organization, creating conducive culture and work climate, resourcing the program, monitoring the performance of the process and application of best practice in performing core activities. Others are creating systems to enhance staff performances, motivating these staff to achieve their targeted objectives while rewarding targets achieved and developing internal leadership to drive implementation forward. When stumbling blocks or weaknesses are encountered, management has to see that they are addressed and rectified on a timely basis.

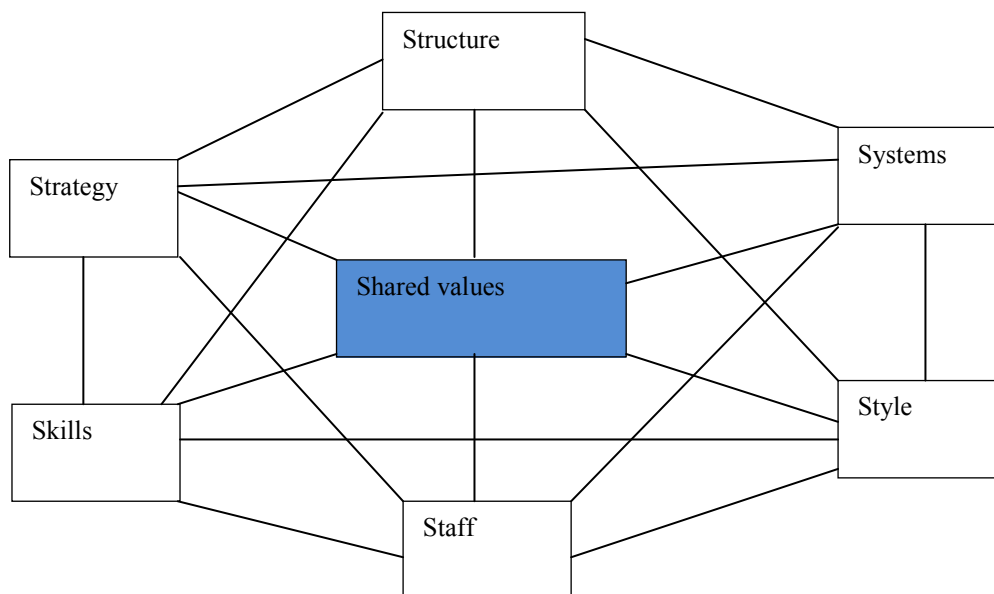


Figure 2. 1: The Mckinsey 7S Model

Source :Kiraithe (2014)

### 3.0 RESEARCH METHODOLOGY

This study used an exploratory survey design. The exploratory design is a research approach in which the researchers investigate the state of affairs and describe relationship in a population at a certain point in time (Lewis, 2013). Exploratory studies were used to explore macro-level change, where the focus of change was not the individual but the wider context within which they were situated. The study was an exploratory survey since it sought to describe how strategies drawn by the Administration Police are implemented in the study area while also seeking to explore how management styles, communication, organizational culture and stakeholders involvement influences the implementation of these drawn strategies over a specific point in time. In this study

the target population was categorized in to two, that is senior officers including county commandants and their deputies, heads of sub-county and their deputies, heads of divisions and their deputies and junior officers. Data was collected, coded and analysed using SPSS version 20.0. The findings were presented in form of tables and pie charts and discussions and interpretation of the same given.

**Table 1: Sample Size**

Division	No of Police Officers	Sample Size
Amu	90	42
Faza	79	37
Kiunga	72	34
Mpeketoni	110	52
Head Quarters	99	47
<b>Total</b>	<b>450</b>	<b>212</b>

#### 4.0 FINDINGS, RESULTS AND DISCUSSION

The objective of the study was to evaluate the effect of strategic leadership on strategy implementation and the effect of communication on strategic implementation in Administrative Police Service in Lamu County, Kenya. Out of the 212 questionnaires administered, 199 were filled and returned. This represented 93.9% of response. According to Mugenda & Mugenda (2003), a response rate of 50% is adequate, 60% is good and 70% and above is excellent. Saunders, Lewis and Thornhill (2009) suggest a 30-40% per cent response rate.

##### 4.1 Test for Normality

The null hypothesis for this study is that the data is normally distributed. This null hypothesis is rejected if the p-value is below 0.05. Two main tests were performed namely; Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy and Bartlett's Test of Sphericity, KMO measure of greater than 0.8 is recommended, and a measure of greater than 0.6 is acceptable, Heir et al. (2010). In this case the KMO was 0.698 hence the sample was adequate for conducting factor analysis. For a data set to be regarded as adequate and appropriate for statistical analysis, the value of KMO should be greater than 0.5.

Bartlett's test of sphericity is a measure of the multivariate normality of the set of distributions. It also tests whether the correlation matrix is an identity matrix as factor analysis would be meaningless with data that produces an identity matrix. A significance value less than 0.05 indicates that the data does not produce an identity matrix and is approximately multivariate normal and acceptable for factor analysis. For this study, the significance value was 0.000 hence acceptable. This is displayed in Table 4.3

**Table 4.3: KMO and Bartlett's Test Result**

Indicator	Coefficient
Kaiser-Meyer-Olkin Measure of Sampling Adequacy	0.698
Approx. Chi-square	16.114
Bartlett's Test of Sphericitydf	10
significance	0.000

##### 4.2 Strategic Leadership and Strategy Implementation

Table 3 shows the correlation results which indicate that there was a positive and significant relationship between strategic leadership and strategy execution. This reveals that any positive change in strategic leadership led to increased implementation of strategy. The relationship has been illustrated by the correlation co-efficient of 0.479, implying a positive relationship between strategic leadership and strategy implementation in the Administration Police in Kenya. This was also evidenced by the p value of 0.000 which is less than that of critical value (0.05). The results are supported studies by O'Reilly, Caldwell, Chatman, Lapiz and Self, (2010) which show that leaders often have a substantial impact on performance. Thus in the strategy implementation process the leader can play an important role as he has to assure, that the rest of the organization is committed to the strategy, by convincing the employees that a new strategy is important and also create a meaning of strategy, so that the employees support this strategy. They state that a leader has to deal with resistance, allocate resources and create consensus. This consensus is especially important, so that leaders at subordinate levels reinforce the strategy and the whole workforce of the organization has a compelling direction.

**Table 3: Relationship between Strategic Leadership and Strategy Implementation**

Variable		Strategy Implementation	Strategic Leadership
Strategy Execution	Pearson Correlation	1	.479
	Sig. (2-tailed)		.000
	N	194	194
Strategic Leadership	Pearson Correlation	.479	1
	Sig. (2-tailed)	.000	
	N	194	194

Regression analysis was conducted to empirically determine whether strategic leadership is a significant determinant of strategy implementation in APS in Kenya. The coefficient of determination  $R^2$  of 0.230 indicates that strategic leadership on its own in the model explains 23.0% of the variation or change in the dependent variable (strategy execution). The remainder of 77.0% is explained by other factors and variables other than strategic leadership. The adjusted  $R^2$  was 0.223 which did not change the results substantially as it reduced the explanatory behavior of the predictor to 23.0% Table 4.27 shows the goodness of fit of the model:  $Y = \beta_0 + \beta_2 X_2 + \varepsilon$  which is the linear model involving strategic leadership ( $X_2$ ) as the only independent variable.

**Table 4: Model Summary for Strategic Leadership**

Model	Coefficient
R	0.479
R Square	0.230
Adjusted R Square	0.223
Std. Error of the estimate	0.52745

The overall model significance was presented in Table 5. An F statistic of 33.668 indicated that the overall model was significant as it was larger than the critical F value of 3.94 with (1, 198) degrees of freedom at the  $P=0.05$  level of significance. The findings imply that strategic leadership was statistically significant in explaining strategy implementation in APS in Kenya. The study, therefore, rejected the null hypothesis  $H_{02}$  at 95% confidence interval, meaning there was a significant relationship between strategic leadership and strategic execution.

**Table 5: ANOVA for Strategic Leadership**

Indicator	Sum of Squares	df	Mean Square	F	Sig.
Regression	9.366	1	9.366	33.668	.000
Residual	31.437	194	.278		
Total	40.803	195			

Table 6 shows the model coefficients of the regression results of strategic leadership on strategy implementation in APS in Kenya. In order to establish the statistical significance of respective hypotheses, multiple linear regression analysis was conducted as appropriate at 95 percent confidence level ( $\alpha = 0.05$ ). The results show that strategic leadership contributes significantly to the model since the p-value (0.000) for the constant and gradient is less than 0.05. The fitted equation is as shown below

$$Y = 1.713 + 0.533X_2$$

**Table 6: Coefficients for Strategic Leadership**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.713	.323		5.310	.000
Strategic Leadership	.533	.092	.479	5.802	.000

#### 4.1 Strategic Communication Style in APS in Lamu County

To assess the communication style in the APS, respondents were asked of their agreement with statements on dimensions of change and supervisory communication in the County. According to the respondents, there was good change communication with leaders effectively communicating changes caused by government regulations. The ability of APS to communicate changes in duties and responsibilities was also highly rated as shown in Appendix 7. However, supervisory communication was much lowly rated with respondents mostly noting that their supervisors did not show interest in their career development and the supervisors were least willing to share information with the supervisee.

There was good change communication with leaders effectively communicating changes caused by government regulations. This was in line with finding that effective and efficient implementation of strategies needed break down and concise communication of complex changes into digestible tasks and activities to all



relevant stakeholders Mohamed & Ngari, (2015). Further, managers ought to foster a culture that embraces clear understanding of communications from all corners of the organization Abok, et al., (2013). This is achieved through effective communication that clearly explains new responsibilities, duties and tasks to be executed by targeted employees Mbaka, & et al., (2014).

The ability of APS to communicate changes in duties and responsibilities was also highly rated. As noted by Heide, et al. (2002), interpersonal communication among strategy implementation actors was paramount in coordination. Effective communication by commanders enables the junior officers and their supervisors to have organizational trust and confidence, understand the APS strategy, contribute to the attainment of objective and create awareness of the implementation progress of the firm relative to the set objectives Aggrawal, (2014).

Supervisory communication was much lowly rated with supervisors not showing interest in the junior officers' career development and least willingness to share information with the supervisee. This was contrary to recommendation that senior commanders must ensure that the objectives are clearer communicated to the junior officers for ownership, commitment, consensus and relationship building Li, et al., (2008). Similarly, communication channel and information flow in the Kenya Police Service was static and rigid based on the standing orders (bureaucracy) and resulted in delays in the processing and analysis of data Karake, (2014). Besides, involvement of junior APS officers in the planning; designing and implement processes considerably reduces the workforce's tendency to resist. Poor supervisory communication is an indication of lack of honest upward conversations from employees which is caused by a strict top-down management style Brinkschröder, et al., (2014). (see Table 4.7).

Table 4.7: Communication Style in APS in Lamu County

Communication Style attributes	Mean	Std. Deviation
Change Communication	4.1517	.47381
Supervisory Communication	3.5634	.54044
Communication Style	3.8576	.40372

ANOVA analysis produced a significant model:  $F(1,198) = 6.774$ ,  $p = 0.010$ . The coefficient of determination was 0.031 and implied that communication styles explained a significant amount (3.5%) variance in effectiveness of strategy implementation (See Table 4.8).

Table 4.8: ANOVA: Communication styles and effectiveness of strategy implementation

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	6.594	1	6.594	6.774	0.010
Residual	204.406	210	.973		
Total	211.000	211			

## 5.0 RECOMMENDATIONS AND CONCLUSIONS

It is possible to conclude that the APS have sound leadership and communication practices that influence strategy implementation. The study findings led to the conclusion that the seniors of these companies are committed to ensuring that strategy implementation succeeds. In any business company a willing and committed leader greatly influences the results of the business processes. Leadership style in APS in Lamu County was moderately good. Leaders in the APS were highly lawful and encouraged officers to act in accordance with the government rules and regulations. The leadership in the APS encouraged accountability by stimulating junior officers to justify and explain actions to stakeholders. Leaders in the APS promoted ethical conduct and encouraged junior officers to actively connect with stakeholders. However, the leadership in the APS did not encourage junior officers to align their actions with the interest of politicians. Communication style in APS in Lamu County was moderately good. There was good change communication with leaders effectively communicating changes caused by government regulations. The ability of APS to communicate changes in duties and responsibilities was also highly rated. However, supervisory communication was much lowly rated with supervisors not showing interest in the junior officers' career development and least willingness to share information with the supervisee

## 6.0 SCOPE FOR FURTHER RESEARCH

It is recommended that a replica of this study should be carried out with or by expanding the scope to include the regulators of the other uniformed officers in Kenya so as to check whether the findings hold true as well. A replica study can also be conducted on neighbouring countries in the East African region. The findings of this study will provide a very good comparative case with the Kenyan or local findings.

An in-depth study of uniformed officers in the police service across all the 47 counties in Kenya can be done and a comparative analysis on matters strategy implementation can be ideal. In this study it has clearly emerged that the APS cannot perform in isolation. It needs constant support from all stakeholders both at the national and county level. In view of this, it is recommended that a detailed study be conducted on the role the Kenyan government on the success of strategy implementation of county inspectorate, as this directly impacts

the performance of the other officers in the police service. Implementation of the findings of such studies can greatly benefit the Kenyan economy from increased security stability and investor confidence.

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