

**DETERMINANTS OF STRATEGY IMPLEMENTATION
IN ADMINISTRATION POLICE IN KENYA: A CASE OF
COAST REGION**

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**Determinants of Strategy Implementation in Administration Police
in Kenya: A Case of Coast Region**

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DECLARATION

This thesis is my original work and has not been presented for a degree in any other University

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DEDICATION

I dedicate this work to my wife Faiza Kathiari, my children Imran, Rahim and Izhar Buya and my Mum Esha Hadhidha. Their continuous support, prayers and encouragement was a source of strength during my study.

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ACRONYMS AND ABBREVIATIONS

APS:	Administration Police Service
DCI:	Directorate of Criminal Investigation
FGD:	Focus Group Discussions
IMLU:	Independent Medico-Legal Unit
IPOA:	Independent Policing Oversight Authority
IT:	Information Technology
JKUAT:	Jomo Kenyatta University of Agriculture and Technology
KNBS:	Kenya National Bureau of Statistics
KNHCR:	Kenya National Commission on Human Rights
KPS:	Kenya Police Service
MDGs:	Millennium Development Goals
MLRA:	Multiple Linear Regression Analysis
MTEF:	Medium Term Expenditure Framework
NGOs:	Non-Governmental Organizations
NPSC:	National Police Service Commission
PPP:	Public Private Partnership
RBT:	Resource Based Theory
SAPS:	South African Police Service

SCA:	Sustainable Competitive Advantage
SDGs:	Sustainable Development Goals
SHRM:	Society for Human Resource Management
SPSS:	Statistical Package for Social Sciences
SWOT:	Strength, Weakness, Opportunities and Threats
VRIN:	Valuable Rare Inimitable and Non Substitutable

OPERATIONAL DEFINITION OF TERMS

Communication	The process of passing /channeling information from one entity (person, group, place, level) to another with the aim of accomplishing specific objectives (Karim <i>et al.</i> , 2007). In this study, communication is contextualized with timeliness, clarity and goal based communication.
Organizational Culture	behavior, tradition, habits, beliefs, and life style, of a group of people, clan or society (de bono <i>et al.</i> ,2011).
Strategic Plan Implementation	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 <i>et al.</i> ,2010). In this study, Strategic Plan Implementation has been contextualized with number of targets set and target realization.
Management	Planning, organizing, staffing, directing and controlling an organization (a group of one or more people or entities) or effort, for the purpose of accomplishing desired goals and objectives efficiently and effectively (Zhu, 2011).
Organizational Culture	The way things are done in an organization, an intangible yet ever-present theme that provides meaning, direction, and the basis for action (Muthoka, 2011). In this study, organizational culture has been contextualized with purpose driven culture, culture of feedback, culture of embracing diversity, culture of engagement and loyalty, culture of growth and development.
Stakeholders	Entities (person, group or organization) within or outside an organization that affect or are affected by the actions of the organization, or have an influence or interest in the activities and performance of the organization (Karim <i>et al.</i> ,2007).
Stakeholder Engagement	The process of engaging individuals and groups that are affected by the activities of the organization in a positive way by seeking realistic stakeholder views on their relationship, the aim of which is to improve

an organization's social and ethical accountability and performance (Munene & Jaleha, 2013). Stakeholder engagement has been contextualized with involvement, support, cooperation, knowledge, and awareness.

Strategic Plan

A step by step guide, created by a business or organization, to map out how it will reach goals, and set a foundation so the entire company knows what will happen and what is expected of them(Hough, 2010).

ABSTRACT

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 comprehend 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. However, a 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. 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 leadership style, communication, organizational culture and stakeholder engagement on effective implementation of strategies. The study adopted a descriptive research design. Descriptive statistics was chosen since it utilizes data collection and analysis techniques that yield reports concerning the measures of central tendency, variation, and correlation. The combination of its characteristic summary and correlation statistics, along with its focus on specific types of research questions, methods, and outcomes necessitated the choice of this design. The target population comprised APs in the Coastal Region in Mombasa, Lamu, Tana River, Taita Taveta Kilifi and Kwale Counties in leadership. They include the 450 County commandant, deputy county commandants, sub-county commandants, deputy sub-county commandants and corporals. The study used purposive sampling for the where 1 county commandant, 2 deputy county commandants, 5 sub-county commandants and 10 deputy sub-county commandants were selected. Yamane formula was used to calculate the sampling size of the Corporals. The sample size was 212 respondents. Primary data was collected using structured questionnaires that had both close ended and open-ended questionnaires. Quantitative data were analyzed using SPSS. The study conducted various tests including normality test, multicollinearity, stationarity, heteroscedasticity and autocorrelation tests. Factor analysis was carried out among corresponding questions to allow formation of factors with the highest Eigenvalues. Test of hypothesis was done at 95% confidence interval. The study found out that there was a positive and significant relationship between leadership style and Strategic Implementation, positive and significant relationship between communication and Strategic Implementation. Further, the results revealed that there was a positive and significant relationship between Organizational culture and Strategic implementation. Lastly, there was a positive and significant relationship between stakeholder engagement and implementation. The entire null hypotheses were rejected. Based on the findings, the study concluded The study established that there were robust framework that assisted in strategy implementation and developed proficient management systems that help in strategy implementation in the Administration police. There supervision on all strategy implementation practices which aided in strategy implementation in the various areas of work. The study

established that there were elaborate information chain of command in APS and communication was timely on all matters of strategies implementation. Further, there was well established relationship with the public and staff were well trained on use of communication channels. The study concluded that there was embraced practices and behaviors that enable strategy execution and work was organized so that each person can see the relationship between his or her job and goals of the organization. Further there was a culture of rewarding best performance which influenced strategy implementation. The study concluded that the counties had achieved most of its set targets and there was harmonious working relations in the APS in as a result of strategy implementation. The study recommended for management in the administration police to maximize on the determinants that influence strategy implementation at APS. This will assist in being stronger in what is exactly influencing their strategy implementation. The Administration Police Service should ensure that their employees are well prepared for change. This can be done through training of the employees to new business techniques, involving the employees in the preparation of business strategic plans. The Kenyan Government should also ensure that the policies and guidelines are put in place that can clearly guide who is to lead in the Administration Service. The managing staff at APS, with better leadership and management of staff and motivating the staff, must lead the staff in better performance of their jobs in line with strategies. This will allow them to relate the daily activities of personnel with business priorities in high levels. By undertaking the study, the strategic factors and strategic implementation outcomes was explored. This went a long way in adding past findings value and enabled users have information and a deeper understanding of the need for enhancing leadership styles, effective communication, organizational culture and stakeholder engagement so as to improve on strategic implementation

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

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 (Kaplan & Norton, 2011).

Implementation of a strategy is 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. A strategy is taking a direction and scope of an organization over long-term, which enables the organization realize a competitive advantage in the ever changing surrounding environment by reconfiguration of the organizations resources and competencies in order to satisfy the needs and expectations of its shareholders. This can consists of taking competitive moves with the ultimate aim of growth and successful competition while at the same time achieving the organizational set targets (Hough, 2010). 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, Leboo & Koech, 2014).

The evaluation of strategic management is aimed at establishing the relationship between an organization and its environment in order to be successful (Mintzberg, 2015). Progress in technology, communication made it impossible for the organizations to constantly come up with strategies aimed at attaining competitive advantage. Organizations should come up with strategies that are crucial for their existence. Success of these strategies depend on their implementation

(Ginsberg, 2013). However in spite of the crucial role played by strategies, the implementation process still remains a milestone to many organizations.

Beer and Eisentat (2010) suggested three issues necessary for success in implementation. First, the change process should be systemic implying that issues concerning both the systems and people in the organization should fit with each other. This is a very significant issue in the organization. Secondly, during the process of change, there should be open discussions about the issues that hinder the organization from adopting and implementing strategies. The best way to get useful information during the open discussions is to make sure that all the employees across the different levels of the organization are wholly involved. Thirdly, the authors proposed that the change process should include all the concerned stakeholders through creation of mutual partnerships.

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).

Thompson and Strickland (2013) suggest that the implementation stage of strategic management is primarily administrative, and is basically a question of ensuring good fit between the chosen strategies and ‘the way the organization does its things’. Another way of looking at this point is to consider implementation as interplay between several forces, of which the chosen strategy is the centerpiece. Implementing a strategy requires an organization to achieve its objectives fairly as well as efficiently. Thus the organization structure, and any adaptation that might be made to it, is there to ensure efficient coordination of effort

between the various functions and activities that are taking place in the organization. Ideally, structure should act to facilitate all the major communications and the decision-making processes of an organization.

Thompson and Strickland (2013) explain their understanding of strategy implementation in two parts: implementation and execution. Implementation concerns the managerial exercise of putting a freshly chosen strategy in place while strategy execution is the managerial exercise of supervising the ongoing pursuit of strategy, making it work, improving the competence with which it is executed and showing measurable progress in achieving the targeted results. Strategy implementation is fundamentally the action oriented to make it happen. Organizing, budgeting, policy making, motivating, culture building and leading are considered as part of achieving the targeted results.

1.1.1 Strategy Implementation in Developed Economies

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 the ever increasing criminal instances while at the same time operating within the confines of the law (Savage, 2007; Chtalu, 2014). Successful police reforms however are 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.

According to Petter (2009), strategy implementation in European police is important because failure to carry out strategy can cause lost opportunities and leave police officers reluctant to do strategic planning. Lack of implementation creates problems in maintaining priorities and reaching organizational goals. The strategy execution task is commonly the most complicated and time-consuming in strategic management. Yet, strategy implementation suffers from a general lack of academic attention. This study contributed to police strategy implementation literature by developing a research model to study the extent of intelligence strategy implementation.

A study of Romanian and Bulgarian police found that, despite police reform efforts through strategic planning, police-community relations were still characterized by distrust (Andreessen & 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 within the Queensland Police Service that found that strategic planning was associated with successful reforms in the police service (Hann & Mortimer, 2003). Romanian and Bulgarian have tried to push forward police strategies, through a number of technical changes, the standardization and harmonization of the fragmented Romanian and Bulgarian police. The aim was to make the system more effective at combating organized crime and corruption, to tackle the politicization of the police that had developed during the conflict period of the 2000s, and to develop a more 'human' face towards Romanian and Bulgarian citizens. Some of the resulting challenges such as a particular and politically partial interpretation of the generally slippery concept of European police standards/practices" appear to have been created by the international partners. Such a situation has worked against the building of local ownership in the country, as the police restructuring process has been despite words to the contrary, completely foreign-driven. It has also shed a negative light over the concept of European best police standards/ practices.

According to Stodiek (2009), strategy implementation in South-Eastern Europe police faced challenges. Existing training facilities were in very poor condition sometimes requiring a complete refurbishment of classrooms and dormitories, heating and electricity systems, and the provision of furniture, office- and communication equipment and other training material. Since the unified budgets of the units were never sufficient to cover the costs of refurbishment, the police units relied on extra-budgetary contributions and donations. Fortunately, participating States were willing to provide a sufficient amount of funding and donations. However, the allocation process of extra-budgetary funds at time delayed the refurbishment of the facilities. With regard to the build-up of their own equipment, the police units were generally satisfied with the resources they received, particularly when the units comprised only a small number of staff. The implementation of long-

term projects was also hampered by frequent staff rotations within the police units and the national agencies. As most of the project managers, who were police officers, were seconded for a period of between 12 and 18 months only, they could not handle the entire project implementation process.

1.1.2 Strategy Implementation in Developing Economies

In South Africa, the South African Police Service plan mentions strategic practices recommendations for South African police service (SAPS) implementation strategies to minimize crime (Semenya, 2012). SAPS must involve the local community members in implementing any policy for crime prevention. For the safety of the community, SAPS must train officials with relevant skills; officials must receive training that is aligned to the objectives of the SAPS; SAPS must spend on improving resources such as more unmarked vehicle with well-trained specialized officers; SAPS must improve on effective communication system between the SAPS members and the members of the community. SAPS must utilize the community radio slot or road show system to alert the community regarding occurrence of any nature of crime in their area. It is recommended that SAPS must learn lessons from best practices implemented in developing and developed countries to combat crime. Further research therefore could be based on comparative study whereby crime prevention models and approached from other countries be discussed, explored and applied in South Africa considering the availability of required resources at national level.

According to Igbuzor and Otive (2010), there are agencies responsible for strategy implementation and Police accountability in Nigeria; these institutions have not been effective. Many of the agencies lack the resources to carry out their responsibilities. In addition, there seems to be confusion on the roles and responsibilities of the different agencies even though they are clearly stated in the laws establishing them. Furthermore, many of the agencies lack concrete strategies and plans to carry out the responsibilities assigned to them. In addition, there is poor co-ordination and synergy between the different roles and there are no evaluation framework to measure progress.

1.1.3 Strategy Implementation in Kenya

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 efforts.

Too little resources will slow the process while too much funding will waste organizational resources and reduce the financial performance. Capital allocation therefore must be well distributed and thought of to promote adequate strategy implementation (Sum & Chorlian, 2013). Financial resources can be a constraint on implementation of strategic plans. Management often finds it necessary to prioritize its strategies to make a judgment about which ones are most critical to implement given the finite or even scarce financial resources available. Schmidt (2013) asserts that an organization's budget should reinforce its strategic plan. In times of declining resources, it is even more critical that budget development and strategic planning be tightly connected to ensure funding shortfalls do not hinder implementation of strategy.

Strategy implementation has been an expensive process that requires finance to facilitate implementation of plans. To an extent, the Kenya police service has been suffering from inadequate budget allocation and thus stalling some projects such as Housing, better remuneration and medial cover. Kiraithe (2011) noted that lack of adequate finance has been a major obstacle to the implementation of police strategic plan. The 2014-2015 national budgets by the treasury for example, had the police given 42% less of the budget estimate. Finance is necessary for procurement of services, equipment and facilities necessary for

the implementation of the organizational strategy (Mascarenhas, 2013). Kiraithe (2011) noted that the police service is actually suffering from inappropriate deployment where a good number of police officers are undertaking functions, which are supposed to be carried out by other people. It was noted that deployment of police officers without consideration of their competencies, skills as well as their safety is not helping in strategic plan achievement.

1.1.4 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 that 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-location 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.

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 service has a directorate of Administration, Planning and Administration section responsible for the preparation of the service's strategic plan (Kenya Police & Kenya Administration Police, 2003). Within the service, there have been three strategic plans drawn but so far, it is 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).

The purpose of this research is to examine the determinants of the effective strategy implementation in the security sector in Kenya. By identifying them, the study intends to propose a pattern that can increase the success of implementation and achieving strategic goals that have been already formulated in strategic planning. The study will focus on Administration police service in Kenya.

1.2 Statement of the Problem

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 organizations core competence levels, effective communication, technology, leadership styles, favorable organizational culture, people and environmental influences to enhance strategic implementation (Sum & Chorlian, 2013). 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 aimed to 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, the Administration Police was 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 to date, 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 Kriegler et al. (2008), National Task Force on Police Reforms (2009) and Waki et al.(2008) all indicated that the Police service in Kenya have poorly adapted to changes external factors. 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 recognized the absence of establishment of a monitoring and evaluation in assessing the implementation of the previous strategic plan where it was recommended 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, the evaluation rarely happens year in year out and the causes of these failures are unknown. 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 and further pose a challenge on its implementation (IPOA, 2018).

In addition, 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; Dumbar, 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).

Studies by Sum and Chorlian (2013), assert that too little resources slow the process while too much funding will waste organizational resources and reduce the financial performance. Capital allocation therefore must be well distributed and thought of to

promote adequate strategy implementation. Financial resources can be a constraint on implementation of strategic plans. Management often finds it necessary to prioritize its strategies to make a judgment about which ones are most critical to implement given the finite or even scarce financial resources available. Schmidt (2013) asserts that an organization's budget should reinforce its strategic plan. In times of declining resources, it is even more critical that budget development and strategic leadership and communication be tightly connected to ensure funding shortfalls do not hinder implementation of strategy.

Conceptual gap is presented in the studies of Magiri, Ngui and Mathenge (2018) conducted a study on factors affecting strategy implementation in Kenya police. The variables used were resource availability and organization structure while the current study will use leadership style, strategic communication, strategic organizational culture and strategic stakeholders' engagement as the variables. Bertha (2018) conducted a study on the effect of strategic management practices on service delivery of administration police with use of strategic staff competency practice, organizational command structure practice and strategic corporate communication practice. The study presents a gap as the current study used leadership style, strategic communication, strategic organizational culture and strategic stakeholders' engagement as the variables. Titus (2017) conducted a study on strategic responses by administration police service in Kenya to crime prevention in Nairobi County with use of Community Engagement and Partnership, Strategic responses and Stakeholder Development as the variables. The study further focused on the strategic responses in Administration Police while the current study looked into strategy implementation in administration police in Kenya with using leadership style, strategic communication, strategic organizational culture and strategic stakeholders' engagement as the variables.

Contextual gap is presented in the studies of Somi (2017) studied the influence of strategy implementation on performance of government owned entities in Kenya. The study looked into strategy implementation in the government owned entities using reward structures, strategic evaluation and strategic alignment as the study variables while the current study focused on the Administration police. Muchira

(2013) conducted a study on the relationship between strategy implementation and performance in commercial banks in Kenya while the current study will focus on the administration police.

These various studies done across different exchanges form the research gap and basis of undertaking this study. Therefore, this study will seek to establish the investigate the determinants of the strategic implementation in Administration police service in Kenya.

1.3 Objective of the Study

1.3.1 General Objective

The main objective of this study is to investigate the determinants of the strategy implementation in Administration police service in Kenya.

1.3.2 Specific Objectives

1. To investigate the effect of strategic leadership styles on the strategy implementation in the Administration police service.
2. To establish the effect of strategic communication on the strategy implementation in the Administration police service.
3. To determine the effect of strategic organizational culture change on the strategy implementation in the Administration police service.
4. To explore the effect of strategic stakeholders engagement influence on the strategy implementation in the Administration police service.

1.4 Research Hypotheses

H₀₁: Strategic Leadership style has no significant effect on the strategy implementation in the Administration police service.

H₀₂: Strategic Organizational communication has no significant effect on the strategy implementation in the Administration police service.

H₀₃: Strategic Organizational culture Change has no significant effect on the strategy implementation in the Administration police service.

H₀₄: Strategic Stakeholders engagement influence has no significant effect on the strategy implementation in the Administration police service.

1.5 Significance 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 that 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).

1.5.1 Contribution to Security Institutional Management and Growth

The study will bring out key elements that managers can learn from and make themselves available to the police force they lead. It will give away to self-evaluate and bring accountability in the sector from the highest levels. The study will therefore support leaders create great organizations that are safe and sound for all stakeholders and contribute towards building security institutions that will bring the security and order in the country.

1.5.2 Government Policy Making

Study will be beneficial to the government as the regulator of the security sector in Kenya. They will be able to appreciate the levels within which the sector is and as they make evaluations on who can lead security institutions. According to the existing laws, they will find this research very useful. The study findings will aid in policy formulation, regulation and improvement of operations in security institutions and other police institutions.

1.5.3 Police Administrators

As such, the managers and administrators in the service will 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 help the institution in pointing out areas of difficulties in allocating resources hence address the priority areas.

1.5.4 Scholars

This research study will provide useful knowledge to researchers and scholars as they can use information generated from this study to add to their comprehension of the strategic implementation practices on the police sector in Kenya. The study findings may provide foundation and material for further related research.

1.6 Scope of the Study

The strategic implementation process is very wide and dynamic. It is of critical importance that an organization's daily activities and work efforts directly relate to accomplishing the strategic plans. This study sought to examine the effectiveness of strategy implementation in the Administration police service in Kenya. The study concentrated on the Administration police with a view of selecting managers involved in the strategy implementation process. The process of strategic planning is broad as such many factors affecting implementation have been studied, however the study focused on management styles, communication, organizational culture, stakeholders and resources. The study was conducted in Mombasa, Kilifi, Kwale and Lamu Counties.

1.7 Limitations of the Study

A number of constraints may limit this study and this included un-returned surveys from the respondents. Biasness in actual data collection and unwillingness of the respondents to cooperate, the possible solution of un-returned questionnaires in administering and collecting the questionnaires on the same day by researcher while at the same time collecting on the following day for those who request for more time.

Biasness was remedied by asking the respondents to give honest responses. Further, there was difficulty in gauging the objectivity of the respondents in responding to the research instruments especially owing to the information sought by the study. This limitation was overcome by obtaining official consent to carry out this study and assuring the respondents that confidentiality would be maintained and the information used for academic purposes only.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviewed scholarly literature related to this study. The chapter included theoretical and empirical literature in different areas covered in support of the study as well as highlighting the conceptual framework for the study; critique of literature and the research gap.

2.2 Theoretical Review

The theoretical framework of a research project relates to the philosophical basis on which the research takes place, and forms the link between the theoretical aspects and the practical components of the investigation undertaken. The theoretical framework therefore has implication for every decision made in the research and it helps to make logical sense of relationship of the variables and factors that have been deemed important to the problem of the study. It also provides definitions of the relationships between all the variables so that the theorized relationship between them can be understood. For the purpose of this study, the study will review cognitive theory on leadership, interactional view theory on communication, Schein's theory on Organizational Culture and open systems theory on engagement.

2.2.1 Cognitive Resource Theory on Leadership Style

The cognitive resource theory is a leadership theory of industrial and organizational psychology developed by Fred Fiedler and Joe Garcia in 1987. The cognitive resources of a leader refers to their experience, intelligence, competence and task-relevant knowledge. The effect of intelligence on performance was influenced by how directive the leader was and both the leader and members' motivation (Miner, 2015). They concluded that a leader's knowledge can only contribute to performance if it is efficiently communicated, hence requiring a directive leader and a compliant group that is willing to undertake the commands of the leader.

Cognitive Resource Theory predicts that leader's cognitive ability contributes to the performance of the team only when the leader's approach is directive (Judge, Colbert & Ilies, 2014). When leaders are better at planning and decision-making, in order for their plans and decisions to be implemented, they need to tell people what to do, rather than hope they agree with them. When they are not better than people on the team, then a non-directive approach is more appropriate, for example where they facilitate an open discussion where the ideas of team can be aired and the best approach identified and implemented. In addition, a leader's abilities contribute to group performance only under conditions where the group favors the leader and is supportive of the leader and their goals (Fiedler, 1986). In situations where the group members are supportive, the leader's commands can therefore be implemented.

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). Organizational leadership is inherently bounded by system characteristics and dynamics, that is, leadership is contextually defined and caused. Great leaders attract, hire and inspire people. Cognitive resource theory is used as a bridge between strategy implementation, management and the employees, especially the focus of the middle management (Andersen *et al.*, 2013). This cognitive focus would be seen as an emphasis to explore how these individuals make sense of implementation of a strategic change and how their perception is affected and how these perceptions influence later actions (Nguyen, 2009).

Cognitive resource theory is relevant as it predicts that leader's cognitive ability contributes to the performance of the team only when the leader's approach is directive. When leaders are better at planning and decision-making, in order for their plans and decisions to be implemented, they need to tell people what to do, rather than hope they agree with them.

2.2.2 Interactional View Theory on Communication

The Interactional View is an interpretive theory developed by Paul Watzlawick (Savaneviciene & Stankeviciute, 2011). According to this theory, interpersonal communication is based on five axioms. First, every behavior is a form of communication and since behavior does not have a counterpart (there is no anti-behavior), it is impossible not to communicate. Secondly, every communication has a content and relationship aspect based on how the speaker wants to be understood and how he himself sees his relation to the receiver of information. Thirdly, the nature of the relationship depends on how both parties punctuate the communication sequence and therefore interpret their own behavior during communicating as merely a reaction on the other's behavior. Fourthly, human beings communicate both digitally and analogically and lastly communication is simultaneously based on equal power and differences in power.

The fruitful strategy formulation and the effective strategy implementation require the coordination of multiple actors and their activities (Heide, Grønhaug, & Johannessen, 2002). Whereas top management is responsible for the strategic and organizational decisions that affect the organization as a whole and line managers operate as an intermediary between strategic and operational organizational activities (Helfat, Harris, & Wolfson, 2006; McCarthy, *et al.*, 2010). The interaction between these two key actors in order to minimize the gap between strategies is essential to coordinate their actions and cooperate seeking to achieve the main goals of the organization (Savaneviciene & Stankeviciute, 2011).

The Interactional View theory is relevant as it elaborates on how persons charged with policy formulation in the APS to spread the information through communication, to ask for proposals from everybody including senior and junior officers, to discuss the idea, to draw the conclusions based upon the brainstorm and to implement decisions that were agreed.

2.2.3 Schein's Theory of Organizational Culture

Schein (1977) developed Schein's Theory of Organizational Culture and defines it as a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration that has worked well enough to be considered valid. Edgar Schein realized that the culture of an organization affects how the people involved in it feel in the organization and how they perform for the organization. According to Schein, organizational culture is the learned result of group experiences, and it is largely unconscious (Schein 1992). Schein considers culture to be a three-layer phenomenon.

The first level of culture consists of visible organizational processes and various artefacts. For example, dress codes and the general tidiness of the workplace are artefacts that tell something about the organization's culture. The first level, according to Schein, is difficult to interpret, however, because it represents the most superficial cultural phenomena, i.e. only reflections of the true corporate culture. For example, behavior which is a cultural artefact is also influenced by countless factors other than a company's culture (Schein 1992).

The second cultural level in the Schein model consists of the organization's espoused values. These are apparent in, for example, the organization's official objectives, declared norms and operating philosophy. Espoused values, however, do not always reflect a company's everyday operations. Most important in terms of operations is the culture's deepest level, namely its underlying assumptions (Schein 1985, 1992).

In his book with the title *Organizational Culture and Leadership* (Schein, 2004) defined culture as both a dynamic phenomenon that surrounds us at all times, being constantly enacted and created by our interactions with others and shaped by leadership behavior, and a set of structures, routines, rules, and norms that guide and constrain behavior. When one brings culture to the level of the organization and even down to groups within the organization, one can see clearly how culture is created, embedded, evolved, and ultimately manipulated, and, at the same time, how culture constrains, stabilizes, and provides structure and meaning to the group members.

In addition, he has stated that being able to perceive and decipher the cultural forces that operate in groups, organizations, and occupations. Once we learn to see the world through cultural lenses, all kinds of things begin to make senses that initially were mysterious, frustrating, or seemingly stupid. Researchers have supported some of these views by reporting findings cultural- strength or certain kinds of cultures correlate with economic performance (Sorensen, 2002).

The theory of organizational culture underpin the study as they explain how the companies plan, incorporate and execute their competitive strategies in the highly competitive and dynamic shipping industry through the factors of structure, resources, strategic leadership and culture.

2.2.4 Open Systems Theory on Engagement

Ludwig von Bertalanffy (1956) initially developed open system theory and it denotes that organizations are intensely subjective to their environment. The view of organizations as open social systems that must interact and be engaged with their environments in order to survive is known as the systems theory approach. Organizations depend on their environments for several essential resources form stakeholders: customers who purchase the product or service, suppliers who provide materials, employees who provide labor or management, shareholders who invest, and governments that regulate ecological (Morrison & Wilson, 2006).

Open systems survive and thrive by continually engaging stakeholders in gathering resources, creating information feedback loops for self-regulation, and restoring a steady state or equilibrium after any disruption to the system by its environment thus the systems can reach a particular goal through many different paths, depending on the circumstances present in the environment (Rosenbaum, 2002). Police agencies as public entities, engage in new management practices, adopt new technology or engage in new activities to provide better services thus their commitment to the proposed strategy will be an indicator of the their overall commitment to its implementation (Williams, 2015). Moreover, it is portrayed that police organizations may be considered as open systems such that the greater the amount of information shared by a policing system with its environment, the greater the degree of openness.

This leads to potentially higher levels of unplanned changes since the organizational system will not be in sufficient control of its environment to prevent such events (Hart, 2009). Strategic implementation is an action-oriented concept aimed at making organization more effective by focusing on the environmental context in which the organization operates and helping to produce decisions that work within the environment.

Open Systems Theory is relevant as it explains how organizations thrive by continually by engaging other stakeholders in gathering resources, creating information feedback loops for self-regulation, and restoring a steady state or equilibrium after any disruption to the system by its environment thus the systems can reach a particular goal through many different paths, depending on the circumstances present in the environment. Police organizations may be considered as open systems such that the greater the amount of information shared by a policing system with its environment, the greater the degree of openness.

2.3 Conceptual Framework

A conceptual framework is hypothesized model identifying the model under study and the relationship between the dependent and independent variables. It is a study tool intended to assist a study to develop awareness and understanding of the variables under scrutiny as illustrated in the figure 2.1.

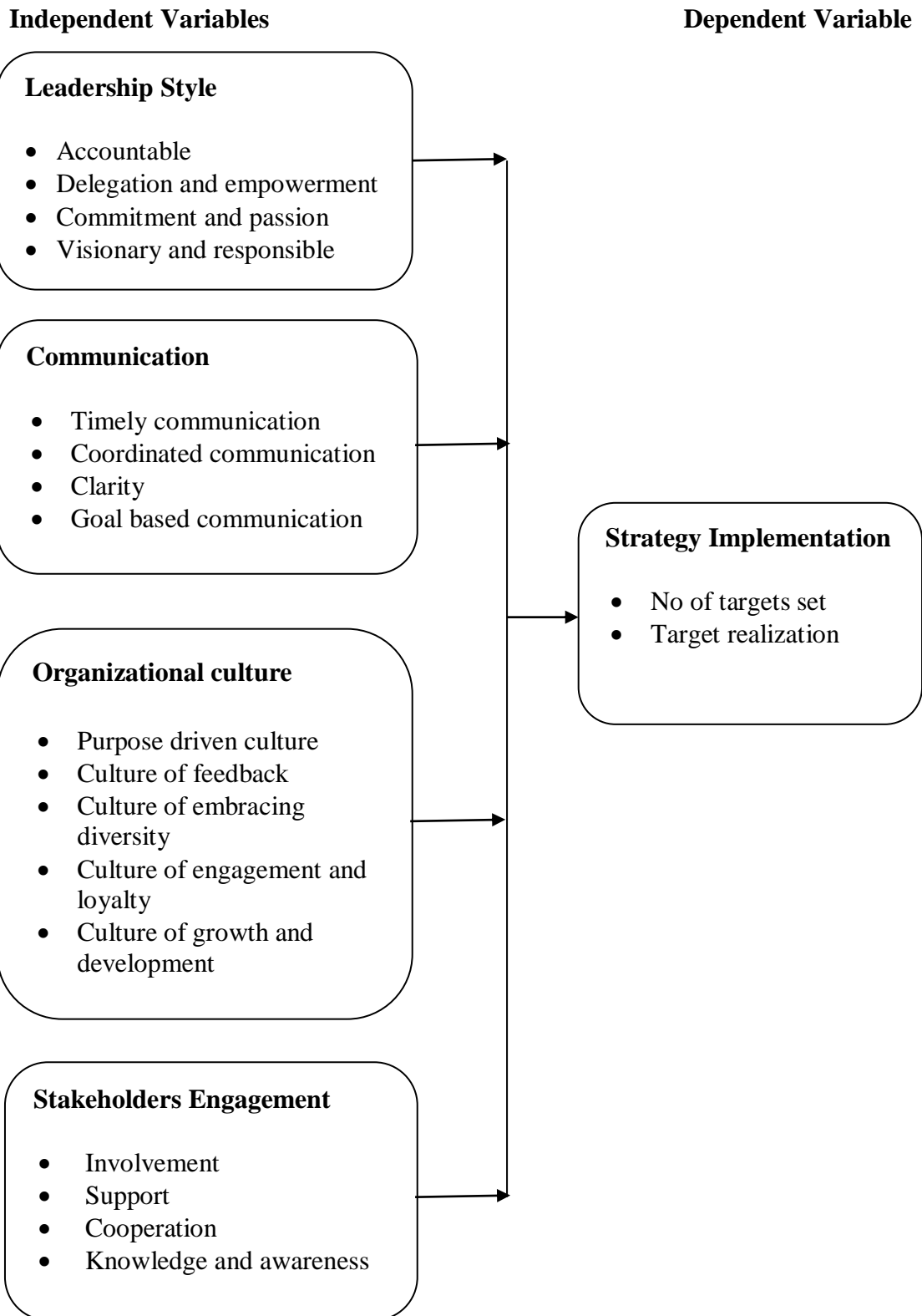


Figure 2.1: Conceptual Framework

2.3.1 Leadership Style

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 behavior 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 besting 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 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.

2.3.2 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. Moreover, 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 his or her power difference. This contributes to how information flows during the implementation process thus effectively influencing the entire process and its 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.

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, behavior, 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.

2.3.3 Organizational Culture

Organizational culture has been defined as the basic beliefs commonly-held and learned by a group, that govern the group members' perceptions, thoughts, feelings and actions, and that are typical for the group as a whole (Sun, 2008). It represents a complex pattern of beliefs, expectations, ideas, values, attitudes, and behaviors shared by the members of an organization that evolve over time (De Bono, *et al.*, 2011). Organizational culture is also referred to as a set of important assumptions (often unstated) that members of an organization share (Salama, 2012).

According to the Onion Model, the outer layer is the most visible and is responsible for interfacing with the outside world while the inner layer determines the other layers. Whether the organization's strategies are effective, however, is determined largely by the underlying layers that tend to influence their nature. The shared assumptions (beliefs and values) among a firm's members influence opinions and actions within that firm. Organizational culture significantly affects organization decisions since it determines the way in which the members of an organization

perceive and interpret the reality within and around their organization, as well as the way they behave in that reality (Janićijević, 2012).

The culture of an organization is expected to be supportive of and consistent with the strategy being implemented (Rajasekar, 2014). However, poor or inadequate information sharing, unclear responsibility and accountability, and working against the organizational power structure leads to failure in the implementation processes (Hrebiniak, 2005). The APS is still a prisoner of old habits and according to organizational culture theory, people should be aware that cultural change is a transformation process; behavior must be unlearned first before new behavior can be learned in its place (Van Vliet, 2014).

Empirical investigations suggest that the promotion of an innovation enabling culture requires senior leaders' (APS Commanders) support and involvement (Jain & Swarup, 2012). Lin, McDonough III, Lin and Lin (2013), suggest that fostering failure tolerance is an important means of promoting an innovation enabling culture thus require leaders are engaged, show interest in people's work by asking pertinent questions, express support and give feedback, and are collaborative rather than controlling. By providing employees (junior police officers) with opportunities to explore, investigate and experiment, bounded delegation leadership creates an entrepreneurial organization culture that fosters innovative behavior (Abok *et al.*, 2013). In an entrepreneurial culture members of the organization identify opportunities and risks based on their perceptions of the internal and external organizational environment, integrate available resources, and bring in other individuals to enable them to undertake creative and innovative ventures (Lin, McDonough III, Lin, & Lin, 2013). Bounded delegation leaders also foster innovation by creating a sharing culture that facilitates interaction and information sharing among individuals across the organization (Ghina & Permana, 2010).

Corporate culture gives employees a sense of how to behave and act and hence influencing employees to support current strategy in order to strengthen its implementation. Since it is managers and in this case, the Commanders who were

involved in developing strategic plans, it is part of the Commanders tasks to bring the organization's culture into alignment with strategy and keep it there.

2.3.4 Stakeholder Engagement

According to open systems, theory organizations are intensely subjective to their environment. Strategic implementation is an action-oriented concept aimed at making organization more effective by focusing on the environmental context in which the organization operates and helping to produce decisions that work within the environment (Williams, 2015). The increased global competition makes it impossible for any particular organization to perform all business on its own and hence the best run organizations have found ways to successfully and efficiently manage diverse interests through incorporation of important stakeholders (Cooperrider & Whitney, 2001). The success of organizations' management will depend on correct identification of stakeholders and consequent assessment of their relevance, in order to highlight who should get priority, and how, in strategic decision-making (Miragaia, Ferreira & Carreira, 2014).

In an attempt to complement stakeholder engagement and classification, Mitchell *et al.* (2017) proposed an approach based on three attributes: involvement, support, cooperation, knowledge, and awareness. Stakeholders could be internal (AP officers and their commanders) or external (the local community, suppliers and other government agencies), and must be involved in the implementation of strategy. However lack of cooperation from senior officers and from the other government agencies (The Kenya Police) and political interference to the running of the police resulting from continued changes in rules and regulations a times throwing police to a state of confusion thus impeding their decision making which takes a toll on their strategy implementation (Nyongesa, 2013). This study will make analysis of stakeholders' involvement in the implementation of effective strategy in Administration police in Kenya.

The police organizations may be considered as open systems such that the greater the amount of information shared by a policing system with its environment, the greater the degree of openness leading to a potentially higher levels of unplanned changes

since the organizational system will not be in sufficient control of its environment to prevent such events (Hart, 2009). The security world operates in an environment of highly observant stakeholders who are willing to correct or else seek redress if they feel their expectations are not met. As such therefore, while implementing strategies, the police must consider all relevant stakeholders and involve them throughout the process right from the start of strategic planning. This will ensure its successful implementation.

Much as the police would like to see their strategic plans implemented, most are not implemented according to the plans outlined due to red tapes or rather the chain of command associated with the disciplined services. These influential individuals the public and various stakeholders have their values and priorities that must be taken care-of. The police is largely dependent on the government, community and other stakeholders thus according to Abok, *et al.* (2013) this places weight on the style of management to be employed and the communication types in that organization. The increased global competition makes it impossible for any particular organization to perform all business on its own and hence the best run organizations have found ways to successfully and efficiently manage diverse interests through incorporation of important stakeholders (Cooperrider & Whitney, 2001).

The envisaged integration of the Kenya Police and the Administration Police Services has also been a challenge as the two institutions continue to work separately, thus impeding effective coordination and collaboration as envisioned by the NPS Act (Njuguna, *et al.*, 2015). In a study of strategy implementation by the Kenya Police Service, Kipkurui (2014) noted that ineffective coordination and sharing of responsibilities among the staff of the Kenya police and the administration police came out as another factor that affects the success of implementing strategies in the national police service. Furthermore, overlapping of activities during the implementation was found to create confusion among the implementers and therefore leading to delays in the implementation and unnecessary bureaucracies.

2.3.5 Strategy Implementation

Successful strategic implementation is a key for any organization's survival. Many organizations could not sustain their competitive advantages, despite having a robust strategy formulation process, because they lack the processes in implementing the strategies. However, according to Rajasekar (2014), a well-formulated strategy entails realization of the set goals targets. Strategy implementation as the most difficult stage of the strategic management process since it affects the organizational culture, structure, resources and in fact, the whole texture of an organization (David, 2013; Zakaria *et al.*,2014). Also according to Zakaria *et al.* (2014) during strategy implementation, managers need to influence those down the line to carry out activities and in doing so much discipline; commitment and sacrifice are required from all parties in the implementation process to ensure success.

According to Radomska (2014) there is a deepening gap between day-to-day activities and the implementation of the strategic plan, for instance, while citing Mankins and Steele (2006); Radomska alludes that only 11% of managers are satisfied with the effects brought by strategic planning, despite the fact that 66% of them regularly take actions serving this purpose. Interestingly, 100% of them declare making strategic decisions without taking account of the deadlines planned earlier. In addition, up to 80% of the managing staff declares to have a correct strategy, but only 14% of them managed to implement it successfully (Harvey, 2005). The observe differences cause that the planned strategy varies significantly from the one which is implemented. Without a doubt, the overall neglect of strategy implementation leads to poor performance both in the current execution and in future strategy formulation processes since habitual mode of poor strategy execution shapes the next round of strategy formulation (Ibrahim *et al.*,2012).

The main assumption of strategic management is that the selected strategy will achieve the organization's mission and objectives as aimed but this may not be the case due to challenges as well as fast and unforeseen changes in the business environment (Gianos, 2013). In such scenarios an organization needs to reanalyze its strategic options and constantly make changes in order to maintain synergy with the

environment through an organized reconsideration, assessment and regulation of the implementation of strategies because the best formulated and well executed strategies become worthless as the firms' environment changes (Dubihlela & Sandada, 2014). The requirements for such re-evaluation of previous principles, the contrast of definite outcomes with earlier suppositions have subsequently developed common structures of strategic management.

Although well-articulated strategy is the first critical ingredient of the strategy implementation process, it must be followed by the design of a primary organizational structure, establishing operating-level objectives, the design of operating structures and finally the creation of proper incentives and control mechanisms that support the implementation (Čater & Pučko, 2010). And in this case, companies constantly switch between planning and organizational design starting from at the top of the organizational levels and then moving down to lower hierarchical levels. An effective implementation process requires a collective approach to culture and communication while keeping clear communication channels and realigning firm resources so that strategic plans are not halted by lack or inadequate implementation resources (Awino, 2000).

In today's volatile environment, with the rate of change accelerating, organizations that successfully manage strategic initiatives save more money and are poised to gain an advantage over their competitors but it inevitably require substantial behavioral and cultural changes (Cabrey *et al.*, 2014). However, the implementation of change is much more complex and unpredictable especially the case in public organizations, as their environmental and structural characteristics arguably further increase the difficulties that are associated with implementing any change (Van der Voet, Groeneveld, & Kuipers, 2014).

2.4 Empirical Literature

This section reviews literature from prior scholars regarding determinants of the strategic implementation in administration police service in Kenya.

2.4.1 Leadership Style and Strategy Implementation

Mintzberg (2004) argues that a good implementation of strategic plan is dependent on the learning and development environment for employees who are the true foot soldiers of implementation. This learning orientation requires emphasis on openness, collaboration, equity, trust, continuous improvement and risk taking. Mulube (2009) states that communication to the followers with confidence and approval from the stakeholders. The Administration Police Service experiences limited funding sources from the Government including other stakeholders therefore necessitating the need to explore how management styles would affect implementation of their strategic plans, and achievement of set strategies to gain a competitive edge and remain credible to continue accessing donor funds.

Abok *et al.*(2013) postulates that general managers must lead the way by not only conceiving bold new strategies but also by translating them into concrete steps that get things done. Rajasekar (2014); Kandie and Koech (2015) observed that involvement of middle level manager has enhanced success in implementing strategy noting that managerial involvement was essential for organizations to achieve the planned implementation. Salih and Doll (2013) noted that companies that highly involved management were significantly more successful in strategic implementation decisions than those that had low involvement. This is because, involvement of more people in implementation process increases the level of concern producing a common understanding of joint tasks, creating a climate of shared effort and facilitating a smooth implementation process.

On the other hand, lack of involvement of other employees other than strategic consultants or elites in the strategy plan creates implementation problems and might lead to open sabotage. In Kenya, implementation of strategic plans in public sector has drawn the attention of various stakeholders; thus, managers are put to task to think and embrace various management concepts that will enable their organizations respond effectively to changing business environment and deliver the expected results (Wambui *et al.*, 2013).

Leting (2009) established that management was a key factor in the success of strategic plans. Dlodlo (2011) showed that middle managers play a critical role in facilitating the effective implementation of strategy. Poor top-down management style or poor vertical communication can be a cause of resistance to strategy implementation since their maximum participation and involvement together with empowerment for decision-making are key (Mulube, 2009).

2.4.2 Communication and Strategy Implementation

According to the interactional view theory, fruitful strategy formulation and the effective strategy implementation require the coordination of multiple actors and their activities (Heide *et al.*, 2002). According to Madegwa (2013), strategic decisions formulated by the top-managers of a firm may be administratively imposed on lower-level managers and non-managers. Therefore, implementation of strategies may not be successful if the lower level managers and the non-management employees are not adequately informed on issues concerning the implementation of strategies. Moreover, where the information passes through several management levels in an organization may lead to lack of consensus concerning the information hence creation of a barrier that hinders the success of implementing a strategy.

Boohene and Williams (2012), posit that despite the fact that change is implemented for positive reasons like adapting to volatile environment conditions and remaining competitive, organization members often react to change efforts negatively and resist change and the main reason behind this negative reaction is due to pressure, stress and uncertainty coming with change. Yılmaz and Kılıçoğlu (2013), further explain that even though resistance to change can take many forms, it is difficult to identify the reasons for the resistance. They posit that the forces against change in work organizations include disregarding the needs and expectations of the organization members; providing insufficient information about the nature of change and not acknowledging the need for change.

O'Reilly et al, (2010), suggested that to realize performance gains from a strategic change requires that both senior and subordinate leaders effectively communicate the strategy and take actions to ensure its implementation; that is, if subordinate leaders

are not committed to the strategy, implementation is at risk. According to Li *et al.*, (2008), 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 that, in turn, have an effect on the process of implementation.

Chepkoskei (2012), state that communication and shared understandings play an important role in the implementation process. Mbaka and Mugambi (2014), notes that effective communication should clearly explain the new responsibilities, duties and tasks that will be done by targeted employees.

According to Markiewicz (2011), lack of returnable information at strategic level results in the fact that managers will have little knowledge about progress in implementation of the previously drawn up strategy at the firm. Since contemporary organizations operate in very variable and dynamic environment, a change in external conditions forces the necessity for adjustments in the implemented strategy. One cannot, however, introduce these adjustments without having reliable and up - to - date information concerning effects of the implemented strategy.

Karake (2014) observes that the communication channel and information flow in the Kenya Police Service is static and rigid based on the Standing orders that are laid down regulations for the organization. The process of information sharing and communication is purely analogue and this result in delays in the processing and analysis of data. In addition, Information sharing among departments within the police is not easy, extension of communication systems with access to criminal database on border control post is yet to be installed all border controls. It is hampered by the bureaucracy of writing formal requests to the Heads of department seeking authority to access data required. Kipkurui (2014) noted that failure to embrace the use of information communication technology by the Kenya Police Service was slowing down the dissemination of information to those in the field or getting feedback therefore slowing down decision-making.

Li, Guohui and Eppler (2008) cited that the failure of an organization to communicate its position and future strategy to all employees, and the failure of that communication to be received and accepted by them, would create perception gaps, leading to ineffective execution. Achieving results through communication simply adds to the challenge of implementation. Nutt (2009) studied strategic decisions in organizations in the USA and Canada and concluded that half of the strategic decisions failed to attain their initial objectives mainly because of the problems during strategy implementation process.

2.4.3 Organizational Culture and Strategy implementation

SHRM (2012) observed that a company's structure and design would be viewed as its body, and its culture as its soul. The study further pointed out that if an organization's culture was to improve its overall performance and effectiveness, then its culture had to be strong and able to provide a strategic competitive advantage while its beliefs and values had to be widely shared and firmly upheld. Further observations indicated that, facilitating organizational learning from different viewpoints would also be beneficial in maximizing organizational structure, procedures and processes that imply that organizational culture does influence structure both positively and negatively (Ayiecha & Senaji, 2014).

Organizational culture has the ability to shape organization's capacity for and receptiveness to change as well as the ability to shape the speed and efficiency with which things are done which has to do with the skills and competencies of the respective managers. Desson and Clouthier (2010) further indicated that organizational culture was known to have an effect on management styles within an organization, further clarifying that organizational culture had the ability to shape the speed and efficiency with which things were done.

According to organizational culture theory, the culture through its assumptions, values, norms and symbols, determines the way in which the members of an organization perceive and interpret the reality within and around their organization, as well as the way they behave in that reality (Janićijević, 2012). This leads to the presumption that organizational culture has an impact on the way in which an

organization changes, and that matching of organizational culture and change strategy will improve the efficiency of the change process. In this theory, people should be aware that cultural change is a transformation process; behavior must be unlearned first before new behavior can be learned in its place (Van Vliet, 2014). When a difference arises between the desired and the prevailing culture, cultural interventions should take place.

An earlier study conducted by Hrebiniak (2005) to determine the factors that negatively influence effective strategy implementation indicated that organizational structure manifested in the form of poor or inadequate information sharing, unclear responsibility and accountability, and working against the organizational power structure led to failed implementation processes. A study by Brenes, Mena and Molina (2008) showed that organizational culture supportive of principles and values in the new strategy results in successful strategy implementation.

Carlopio and Harvey (2012) while focusing on social-psychological principles and their influence in successful strategy implementation showed that if an organization's structure and culture are not aligned with a proposed strategy and the new behaviors required, the strategy implementation process would certainly be defeated. According to Ahmadi *et al.* (2012), a culture that encourages communication among their members and motivates employees to question fundamental beliefs, do achieve a favorable working atmosphere. Awino (2000) found out that corporate culture requires collective identity and togetherness in order to determine day-to-day communications, acceptable/non-acceptable behavior as well as power/status allocation. He argues that for external focus, such culture could be adaptability or mission culture whereas an internal focus could lean the organization's culture towards clan-based or bureaucratic culture

According to Cameron and Quinn (1999) model, there are four types of culture. These are, hierarchy culture which focuses on internal efficiency, cooperation, and sticking to dominant characteristics; clan culture (family culture) which focus on internal issues but relies on flexibility rather than stability, which is characterized by partnership, teamwork, and corporate commitment to employees. Market culture

which is control oriented and mainly focuses on external organization affairs and is characterized by observation and resistance to reach higher level of productivity and competitiveness; and adhocracy culture which focuses on external organization matters and lays emphasis on flexibility and change more than resistance. In order to measure organizational culture, the Organizational Culture Assessment Instrument (OCAI), which was developed by Cameron and Quinn (1999), is used to measure organizational culture by considering six dimensions namely: dominant characteristics, organizational leadership, and management of employees, organizational glue, strategic emphasis, and criteria of success. This instrument will be used to measure organizational culture in this study.

2.4.4 Stakeholders Engagement and Strategy Implementation

Shimechero (2010) noted that an organization's value is created when it meets the needs of the firm's important stakeholders in a win-win fashion by attending to the interests of all the stakeholders - not just their shareholders. The success of an organizations strategy implementation process will depend on the level of involvement of stakeholders; both internal and external. In his study, Kipkurui (2014) found that the National police service had widespread consultation in process during the development of its strategies; however, he noted that there was no of cooperation from the judiciary.

Nyongesa (2013) in her study on challenges facing strategy implementation in the Kenya police noted lack of cooperation from senior officers especially those in the field, rampant corruption within the system, inadequate finance, and political interference to the running of the police as major challenges. In addition, poor training, failure to embrace information technology at times leading to slow decision making, inadequate human resources, lack of modern security equipment's and continued changes in rules and regulations a times throwing police to a state of confusion.

2.5 Critique of Literature

The study by Jooste and Fourie (2009) investigated the perceived role of strategic leadership in strategy implementation in South African organizations. It was concluded that strategic leadership positively contributed to effective strategy implementation in South African organizations. This study however did not investigate the influence on the dimensions of leadership styles, that is, accountability, delegation and empowerment, commitment and passion, being visionary and responsible.

In a study among middle managers in various companies it was found out that they were of the opinion that ongoing, personal communication from organizational leaders helps in achieving commitment from the employees and therefore when the strategy is clearly communicated and the objectives are adequately shared, intentions could be easily followed (Salih & Doll, 2013). However, in this study although communication was found to be important in strategy implementation its influence on the implementation was not evaluated. In a study by Rajasekar (2014) on electricity distribution companies in the Sultanate of Oman leadership is considered to be the most effective factor in ensuring successful implementation, followed by organizational culture and the organizational structure (Rajasekar, 2014). This study however, only focused on what the respondents perceived to influence implementation.

In a study by Ahmadi, *et al.* (2012) among Iranian Karafarin Bank employees, it was reported that organizational culture dimensions: dominant characteristics, organizational leaders, management of employees, strategic emphases and criteria of success were significantly associated with strategy implementation. However, this study was only limited to organizational culture.

In a case study of Kenya National Police Service by Kipkurui (2014), it was found out that challenges towards strategy implementation were inadequate resources, lack of appropriate technology, political interference and evolution of international terrorism. Other challenges were ineffective coordination and sharing of responsibilities among the staff of the Kenya police and the administration police

came out as another factor that affects the success of implementing strategies in the national police service. Furthermore, overlapping of activities during the implementation was found to create confusion among the implementers and therefore leading to delays in the implementation and unnecessary bureaucracies. Further this study-involved interview of only six senior managers in charge of overseeing strategy implementation at the national police service. In addition, in a study in the Kenya Police Service by Manana, *et al.*, (2014), it was found that organization structure, managerial skills, communication, and staff training affect strategic plan implementation in the service. Nevertheless, the study utilized the perception of the respondents as to what level they thought these variables affected strategy implementation.

Similarly, Tabo (2013) cited unanticipated time limitation, poor communication and coordination, lack of required skills, improper management and environmental uncertainty as some of the challenges affecting strategy implementation. However the study only focused on private security firms. In a study of strategy implementation among American Police Agencies it was found out that inclusion of important stakeholders was significantly associated with successful implementation of strategies (Williams, 2015). However, this study focused only on inclusiveness, internal and external environment factors.

In critical review of literature by Li *et al.*(2008) factors influencing strategy implementation among private and public institutions was classified as either hard, soft or mixed factors. Hard institutional factors included organizational structure and administrative systems while soft people-oriented factors included executors, communication, implementation tactics, consensus, and commitment were found to influence implementation outcome dialectically. In a study by Abok *et al.*(2013) it was concluded that management style, communication, organizational culture, stakeholders and organizational resources all affect the effectiveness of implementation of strategic plans but the study focused on NGOs.

Mbaka and Mugambi (2014), in their study in the water Sector in Kenya reported that strategy formulation process, relationship among different units/departments and

different strategy levels were factors affecting successful strategy implementation. Other factors included communication, implementing tactics, consensus, commitment, organization structure, employees and inadequate resources among others were found to affect strategy implementation. However, these two studies were only limited to secondary sources of information.

Johnson and Scholes (2002), summarized the characteristic of strategy as being the direction and scope of an organization over long-term, which achieves advantage in a changing environment through its configuration of resources and competences with the aim of fulfilling stakeholders' expectations. In spite of the importance of strategy implementation in organizations' success and their achieving goals, most of them fail to implement those strategies efficiently, however with the rapidly changing world as an organization they have to embrace strategic mechanisms for them to be successful (Sterling, 2003; Kimiti *et al.*, 2014).

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 service has a directorate of Administration, Planning and Administration section responsible for the preparation of the service's strategic plan (Kenya Police & Kenya Administration Police, 2003). Within the service, there have been three strategic plans drawn but so far, it is 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).

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 fore. Awino (2007) postulates that for a strategy to be effectively implemented, a committed leadership must champion it as well as provision of a conducive environment to the employees as key in achieving effectiveness and innovation (Fiates *et al.*, 2010). According to Li *et al.* (2008), organizational

communication plays an important role in training, knowledge dissemination and learning during the process of strategy implementation, however, Karake (2014), observes that the communication channel and information flow in the Kenya Police Service is static and rigid based on the Standing orders that are laid down regulations for the organization.

The culture of an organization is expected to be supportive of and consistent with the strategy being implemented (Rajasekar, 2014). However, poor or inadequate information sharing, unclear responsibility and accountability, and working against the organizational power structure leads to failure in the implementation processes (Hrebiniak, 2005). The police is largely dependent on the government, community and other stakeholders and therefore the success the Police strategies is closely tied to incorporation of these important stakeholders 'views (Cooperrider & Whitney, 2001).

2.6 Research Gap

Conceptual gap is presented in the studies of Magiri, Ngui and Mathenge (2018) conducted a study on factors affecting strategy implementation in Kenya police. The variables used were resource availability and organization structure while the current study will use leadership style, strategic communication, strategic organizational culture and strategic stakeholders' engagement as the variables. Bertha (2018) conducted a study on the effect of strategic management practices on service delivery of administration police with use of strategic staff competency practice, organizational command structure practice and strategic corporate communication practice. The study presents a gap as the current study used leadership style, strategic communication, strategic organizational culture and strategic stakeholders' engagement as the variables. Titus (2017) conducted a study on strategic responses by administration police service in Kenya to crime prevention in Nairobi County with use of Community Engagement and Partnership, Strategic responses and Stakeholder Development as the variables. The study further focused on the strategic responses in Administration Police while the current study looked into strategy implementation in administration police in Kenya with using leadership style,

strategic communication, strategic organizational culture and strategic stakeholders' engagement as the variables.

Contextual gap is presented in the studies of Somi (2017) studied the influence of strategy implementation on performance of government owned entities in Kenya. The study looked into strategy implementation in the government owned entities using reward structures, strategic evaluation and strategic alignment as the study variables while the current study focused on the Administration police. Muchira (2013) conducted a study on the relationship between strategy implementation and performance in commercial banks in Kenya while the current study will focus on the administration police.

Auma (2013) did a study on the challenges of strategy implementation in the Kenya police service. However, the study was only limited to the Kenya police leaving the administration police which is part of the national police service under the new constitution. Nyongesa (2013) and Kipkurui, (2014) similarly did studies on challenges of strategy implementation by Kenya Police Service the umbrella body of the Kenya police and the administration police, this left out specific focus on the strategy implementation by the Administration Police. The current study will focus on strategy implementation using leadership style, strategic communication, strategic organizational culture and strategic stakeholders' engagement as the variables. Li *et al.* (2008) factors influencing strategy implementation among private and public institutions was classified as either hard, soft or mixed factors. Hard institutional factors included organizational structure and administrative systems while soft people-oriented factors included executors, communication, implementation tactics, consensus, and commitment were found to influence implementation outcome dialectically.

However, none of these studies reviewed the role of organizational culture as major determinant of effective strategy implementation. Additionally, review of Administration Police website revealed that neither current nor previous strategic plans are available online despite it having been drawn.

2.7 Summary

The above chapter reviewed the various theories that explain the independent and dependent variables. The chapter also explored the conceptualization of the independent and the dependent variables by analyzing the relationships between the two set of variables. In addition, an empirical review was conducted where past studies both global and local was reviewed in line with the following criteria: title, scope, methodology resulting into a critique and it is from these critiques that the research gap was identified.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Research methodology discusses the procedures and methods of the research period. This section is an overall scheme, plan or structure designed to assist the researcher in answering the raised research question. It is a programme to guide the researcher in collecting, analyzing and interpreting observed facts. This chapter provides information on the research methodology that was used in the study. It also addressed the research design especially with respect to the choice of the design. It also discussed the research philosophy that was adopted, population of study, sample and sampling techniques, data collection methods as well as data analysis and data presentation methods that were employed in the study.

3.2 Research Philosophy

This study used positivism research philosophy that reflects the belief that reality is stable. This reality can be observed and described from an objective view point without necessarily interfering with the phenomenon itself (Eriksson & Kovalainen, 2015). Positivist belief that hypothesis developed from existing theories can be tested by measuring observable social realities, thus positivism is derived from natural sciences. If a research philosophy reflects the principles of positivism then it tends to adopt the philosophical stance of the natural scientists. Such researchers prefer working with an observable social reality and that the end product of such research can be law-like generalizations similar to those produced by the physical and natural scientists (Creswell & Creswell, 2017). Another important component of the positivist approach to research is that the research is undertaken, as far as possible, in a value-free way. The researchers claim to be external to the process of data collection in the sense that there is little that can be done to alter the substance of the data collected.

In addition, this study's approach is based on positivism as it relies on experimental and non-manipulative methods. These ensure that there is a distance between the subjective biases of the researcher and the objective reality of the study. The positivist approach generally involves stating theory, hypothesis generation and testing. Typically, quantitative methods are used. The positivist position is grounded in the theoretical belief that there is an objective reality that can be known to the researcher, if he or she uses the correct methods and applies those methods in a correct manner (Cohen & Crabtree, 2006).

Positivistic thinkers adopt scientific methods and systematize the knowledge generation process with the help of quantification to enhance precision in the description of parameters and the relationship among them (Thomas, Silverman, & Nelson, 2015). Positivism can also be defined as a research approach that is based on the ontological doctrine that reality is independent of the observer and it attempts to measure the variables of a social phenomenon through quantification (Shamsudin, Chauhan & Kura, 2012). Therefore, the rejection of metaphysical inquiry in favor of science is the most important feature of positivism and is what makes this philosophy appropriate for this study.

3.3 Research Design

According to Laurel (2011) and Kothari (2008) a research design is the actual configuration and structure the research process is based on. The Research design provides direction on what methodology, type of data collection and type of analysis is required to unambiguously answer the research question.

This study adopted a descriptive research design, which generally describes the characteristics of a particular situation, event or case. Both quantitative and qualitative research approaches was used. Descriptive research design was used because it focused on complex analysis to bring out the correlation of variables. This was consistent with Olusola et al. (2013) who explained that a descriptive design is described as a method of collecting information by administering a questionnaire to a sample of individuals and is appropriate as it answers research questions who, what,

where, when and how is the problem. According to Cooper and Schindler (2006), a descriptive study aims at finding out the what, where and how of a phenomenon.

Descriptive studies report summary data such as measures of central tendency including but not limited to the mean, median, mode, deviance from the mean, variation, percentage, and correlation between variables. Descriptive statistics utilize data collection and analysis techniques that yield reports concerning the measures of central tendency, variation, and correlation. The combination of its characteristic summary and correlation statistics, along with its focus on specific types of research questions, methods, and outcomes is what distinguishes descriptive research from other research types, (The Association for Educational Communications and Technology, 2001).

3.4 Target Population

A population has been defined as the total collection of elements about which inferences are made and refers to all possible cases that are of interest for a study. Smith, (2004) defined population as the larger collections of all subjects from where a sample is drawn.

The target population comprised APs in the Coastal Region of Mombasa, Lamu, Kilifi and Kwale Counties in leadership. According to the Administration Police Report (2017), there are 450 APs in the coastal region. They are organized into sub-counties divided into divisions and subdivisions. A sub-county commandant with two deputies heads the sub-county. Divisional head also with two deputies head the division and an outpost head with one deputy heads outpost and corporal. The target population is as shown in Table 3.1.

Table 3.1: Target Population

Category	Total Population
County commandant	4
Deputy county commandants	8
Sub-county commandants	20
Deputy Sub-county commandants	40
Corporal	376
Total	450

3.5 Sampling Frame

A sampling frame is a list, directory or index of cases from which a sample can be selected. The sampling frame was realized from the County commandant, Deputy county commandants, Sub-county commandants, deputy sub-county commandants and corporals. According to Adejimi, Oyediran, and Ogunsanmi (2010), stratified technique is advantageous as it samples each sub-population (stratum) independently by grouping members of the population into relatively homogeneous subgroups before sampling. This improves the representativeness of the sample by reducing sampling error.

3.6 Sample size and Sampling Techniques

Cooper and Schindler (2008) define sampling as selecting a given number of subjects from a defined population as representative of that population.

The study used purposive sampling where 1 county commandant, 2 deputy county commandants, 5 sub-county commandants and 10 deputy sub-county commandants were selected. The sample size of corporal adopted was determined using Yamane (1967) formula since the population was large as shown below:

$$n = \frac{N}{1+Ne^2}$$

Where;

n = sample size

N = the total population of the Corporal (376)

e = margin of error (0.05 degree of precision)

Using the formula given above, the sample size was calculated as follows;

$$n = \frac{376}{1 + 376 \times 0.05^2} = 193.81 \approx 194$$

Therefore, the total sample size of the study was 212 as shown in Table 3.2.

Table 3.2: Sample Size

Category	Total Population	Sample Size
County commandant	4	1
Deputy county commandants	8	2
Sub-county commandants	20	5
Deputy Sub-county commandants	40	10
Other supervisors	376	194
Total	450	212

Purposive sampling was used for the county commandant, deputy county commandants, sub-county commandants and deputy sub-county commandants, as their population was small. The sampled 194 Corporals were proportionately allocated according to counties since their population was large as shown in the Table 3.3.

Table 3.3: Sample Size for Corporals

County	No of Police Corporals	Proportion	Number to be Sampled
Kilifi	102	0.27	53
Kwale	92	0.24	47
Mombasa	67	0.18	35
Lamu	115	0.31	59
Total	376		194

3.7 Data Collection Instrument

The study did use primary and secondary data that was largely quantitative and descriptive in nature. Primary data refers to information that a researcher gathers from the field. Data collected from secondary sources was available from the published journals, annual reports and financial reports. According to Kothari (2008) primary data refers to information that a researcher gathers from the field while secondary data is data gathered from other sources such as literature review and recorded statements of different institutions. Primary data was obtained from the APs using structured questionnaire.

Sutrisna (2009) points out that, questionnaires are appropriate for studies since they collect information that is not directly observable as they inquire about feelings, motivations, attitudes, accomplishments as well as experiences of individuals. In addition, Marshall and Rossman (2010) points out that, questionnaires are appropriate for studies since they collect information that is not directly observable as they inquire about feelings, motivations, attitudes, accomplishments as well as experiences of individuals. Questionnaires have the added advantage of being less costly, using less time as instruments of data collection and useful in obtaining objective data. While the close-ended questions will guide the respondents' answers within the choices given, the open-ended ones will be useful in obtaining a more detailed response essentially in cases where the researcher has no pre-determined options.

3.8 Data Collection Procedures

Leavy (2015) define data collection as the precise, systematic gathering of information relevant to the research sub-problems, using methods such as interviews, participant observations, focus group discussion, narratives and case histories. questionnaires were self-administered with the help of two research assistants while others were administered via mail. The questionnaires were administered through two methods a drop, pick method, and mail survey due to the busy schedules of the respondents.

To enhance the response rate, the study put into consideration the research ethical issues that include confidentiality and anonymity. This study explained to the respondents the importance of the study and did seek informed permission prior to the research date. The study assured the respondents of the confidentiality and anonymity of their identities, the respondents were briefed in cases where there were challenging questions; otherwise voluntary participation by respondents was enhanced, the data collection method were freed from emotional harm to respondents and that only respondents competent enough to address the objective were considered.

3.9 Pilot Testing

A pilot is a small-scale kind of research projects that collects data from respondents similar to those that will be used in the future survey. Pilot test is conducted to detect weaknesses in design and instrumentation and to provide proxy data for selection of a probability sample (Cooper & Schindler, 2011). It assists the research in determining if there are flaws, limitations or other weaknesses within the questionnaire design and allows him or her to make necessary revisions to the questionnaire prior to the implementation of the study.

A pilot was meant to test for clarity and understanding of questions to test if the questions would yield as expected. A pilot test is conducted in order to test for reliability and validity of the data collection instruments (questionnaire, journals and publications). Validity was enhanced by engaging the study with the relevant experts on whether the data accurately measures strategic implementation in Administration police service.

Creswell and Creswell (2017); Gall, Gall and Borg, (2007); Castillo (2009) suggest that a Cronbach alpha of 0.7 indicates that the data was reliable. Castillio (2009) provided the following rules of thumb: >0.9 – Excellent, >0.8 – Good, >0.7 – Acceptable, >0.6 – Questionable, >0.5 – Poor and <0.5 – Unacceptable. The acceptable value of 0.7 was used as a cut-off reliability for this study. A pilot study was undertaken on 5 percent (10 APs who were randomly selected) of the sample population.

The questionnaires were subjected to overall reliability analysis of internal consistency. On the basis of the evaluation, the instruments were adjusted appropriately before subjecting it to the final data collection exercise. Their review comments were used to ensure that content validity was enhanced. Cronbach's alpha can be written as a function of the number of test items and the average inter-correlation among the items. Below, for conceptual purposes, is the formula for the standardized Cronbach's alpha:

$$\alpha = \frac{N \cdot \bar{c}}{\bar{v} + (N - 1) \cdot \bar{c}}$$

Here N is equal to the number of items, c-bar is the average inter-item covariance among the items and v-bar equals the average variance. One can see from this formula that if you increase the number of items, you increase Cronbach's alpha.

3.9.1 Reliability of the Instrument

Joppe (2010) defines reliability as the extent to which results are consistent over time and an accurate representation of the total population under study is referred to as reliability and if the results of a study can be reproduced under a similar methodology, then the research instrument is considered reliable. Reliability is the consistency of a set of measurement items (Cronbach, 1951). Reliability is the consistency of measurement, or the degree to which an instrument measures the same way each time it is used under the same condition with the same subjects.

Reliability refers to the repeatability, stability or internal consistency of a questionnaire (Jack & Clarke, 1998). Cronbach's alpha was used to test the reliability of the measures in the questionnaire (Cronbach, 1995). According to Cooper and Schindler (2003), Cronbach's alpha had the most utility for multi-item scales at the interval level of measurement. It requires a single administration and provides a unique, quantitative estimate of the internal consistency of a scale.

3.9.2 Validity of the Research Instrument

Joppe (2010) provides the following explanation of what validity is in quantitative research where validity determines whether the research truly measures that which it was intended to measure or how truthful the research results are. Mugenda and Mugenda (2003), validity is the accuracy and meaningfulness of inferences, which are based on the research results. Validity exists if the data measure what they are supposed to measure. In order to test and enhance the validity of the questionnaire, seven questionnaires were pilot tested and reviewed with a view to improve validity of the data that was collected (Kothari, 2004).

This study used both construct validity and content validity. For construct validity, the questionnaire was divided into several sections to ensure that each section assessed information for a specific objective, and ensured that the same closely ties to the conceptual framework for this study. To ensure content validity, the questionnaire was subjected to thorough examination the supervisor. They were asked to evaluate the statements in the questionnaire for relevance. On the basis of the evaluation, the instrument was adjusted appropriately before subjecting it to the final data collection exercise. Their review comments were used to ensure that content validity is enhanced.

3.10 Diagnostic Tests

3.10.1 Test for Normality

Test of normality determines if the data is well modelled and normally distributed (linear). It is used to measure how far data deviates from the Gaussian by looking at the graph and seeing if the distribution deviated grossly from a bell shaped normal distribution. It is a determination of the likelihood of a random variable of being normally distributed. It is an assessment of the normality of data in statistical tests. Avioli (2012) showed that the descriptive, normality, and verification tests could be assessed with the normal distribution. Singh and Masuku (2014) states that if these tests are non-normality, then the data have either outliers, multiple modes, incorrect

measuring tools, incorrect distributions, zero/infinite limits, or scanty collections. In order to fit a linear model, the dependent variable has to be normally distributed.

To test the normality of turnover intention (dependent variable) was done by use of Kolmogov-Smirnov test. The hypothesis was tested at a critical value at 0.05, where the rule is that reject H_0 if the probability (P) value is less than 0.05 or else fail to reject. The dependent variable should be normally distributed because the study was analyzed using a multiple regression model where the condition of normality must be satisfied (Quataroli & Julia, 2012).

3.10.2 Test for Linearity

Linearity assumes a straight-line relationship between the predictor variables and the criterion variable. This was assessed by examination of a scatter plot of all the independent variables against the dependent variable to measure if there is a straight-line relationship.

3.10.3 Heteroscedasticity

Ordinary least squares (OLS) assumption stipulates that the residuals should have a constant variance (i.e. they should be Homoscedastic). Heteroscedasticity (that is unequal variance) of error term was checked using the modified Wald test. The results indicated that the error terms are heteroskedastic, given that the p-value is less than the 5% and thus a violation of the OLS assumption of constant variance of residuals. The presence of Heteroscedasticity was corrected through robust standard errors.

3.10.4 Autocorrelation

The test for autocorrelation was performed to establish whether residuals are correlated across time (autocorrelation). OLS assumptions require that residuals should not be correlated across time and thus the Wooldridge test was adopted in this study. The null hypothesis is that no first order serial /auto correlation exists. Failure to identify and account for serial correlation in a panel model would result into biased standard errors and inefficient parameter estimates (Wooldridge, 2002).

3.10.5 Multicollinearity

Multicollinearity is usually a situation in which there is a high degree of association between independent variables and dependent variable. The study used large samples to solve the problem, as Multicollinearity is not known to exist in large samples. Multicollinearity was tested using variance inflation factor VIF in all the analysis and it ranged from 1 to 4 which was not a cause of concern according to Myres (1990) who indicated that where $VIF \geq 10$ indicate presence of Multi-collinearity.

3.11 Correlation Analysis

Pearson Correlation was used to show the relationship between the independent and the dependent variables. A strong, or high, correlation means that two or more variables have a strong relationship with each other while a weak or low correlation means that the variables are hardly related. Correlation analysis establishes the strength of that relationship with available statistical data.

3.12 Regression Analysis/ANOVA Test

An overall regression analysis was conducted between all the independent variables (leadership style, communication, organizational culture and stakeholder engagement) and strategy implementation. Multiple linear regression analysis was done to determine the mathematical model that shown the relationship between variables. In statistics, significance testing the p-value indicates the level of relation of the independent variable to the dependent variable. If the significance number found were less than the critical value also known as the probability value (p) which is statistically set at 0.05, then the conclusion would be that the model is significant in explaining the relationship; else, the model would be regarded as non-significant. Analysis of Variance (ANOVA) analysis was conducted to establish the general significance of the model. R-square was used to show the variation and suitability of the model. Further, the regression analysis established the regression coefficients of the variables.

Regression model

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Y is the dependent variable (Strategy Implementation)

X₁ is Strategic Leadership Styles

X₂ is Strategic Communication

X₃ is Strategic Organizational Culture

X₄ is Strategic Stakeholders Engagement

€ is the error of component 0 and for purposes of computation, the α is assumed to be 0. The equation was solved by the use of statistical model where SPSS was applied to generate the t-value.

3.13 Data Analysis and Presentation

The data collected for this study was entered into SPSS software for analysis. Descriptive statistics and inferential statistics were conducted. Descriptive statistics was presented in frequency, percentages, mean, standard deviation and coefficient of variation. Inferential statistics included entailed correlation, cross tabulation, regression analysis and test for hypothesis.

3.14 Hypothesis Testing

Test for this research hypothesis; t-test was used and the correspond P-value computed; if p-value < α (α is the level of significance) then the null hypothesis was rejected. The hypothesis was tested by using multiple linear regression and determined using p-value. The acceptance/rejection criteria was that, if the p value is less than 0.05, we reject the H₀ but if it is more than 0.05, the H₀ is not rejected.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

In this chapter both descriptive and inferential analysis were applied to analyze the data. The chapter presented the demographic characteristics, descriptive statistics, inferential statistics, test for hypothesis and discussion of the findings.

4.2 Response Rate

The sample for the study was 212 and 199 were filled and returned which represented 94% of response as summarized in Table 4.1.

Table 4.1: Response Rate

Questionnaire	Numbers	Percentage
Correctly filled	199	94
Not returned	13	6
Total	212	100

This response rate was appropriate since Kothari (2011) argued that 50% response rate is adequate, 60% good and above 70% rated as appropriate for analysis.

4.3 Reliability Results

Reliability analysis was done to evaluate survey constructs. Reliability analysis was evaluated using Cronbach's alpha. Sekaran and Bougie (2013) argued that coefficient greater than or equal to 0.7 is acceptable for basic research.

Reliability is the extent to which results are consistent over time and an accurate representation of the total population under study is referred to as reliability and if the results of a study can be reproduced under a similar methodology, then the

research instrument is considered reliable (Joppe, 2000). Reliability analysis was conducted using Cronbach's alpha to determine whether the data gathered on each variable had a significant. A threshold of a Cronbach Alpha of 0.7 and above is acceptable (Cronbach, 1951). Cronbach Alpha was used to test the reliability of the proposed constructs.

The findings show that, strategic leadership had a co-efficient of 0.963, strategic communication had a co-efficient of 0.959, organizational culture had a co-efficient of 0.866, stakeholder engagement had a co-efficient of 0.775 and strategy implementation had a co-efficient of 0.804. All constructs indicate that the value of Cronbach's Alpha was greater than 0.700 and therefore deemed reliable.

Table 4.2: Reliable Test Results

Construct	No. of Items	Cronbach's Alpha	Comments
Strategy Leadership	8	0.963	Reliable
Strategic Communication	6	0.959	Reliable
Strategic Organization Culture	7	0.866	Reliable
Strategic Stakeholder Engagement	7	0.775	Reliable
Strategy Implementation	6	0.804	Reliable

4.4 Factor Analysis

Factor analysis was conducted to assess the convergent validity of the hypothetical constructs (Mugenda & Mugenda, 2003). Factor analysis establishes threshold of variables to be considered for interpretation. Tabachinick and Fidell (2007) described factor loading as follows 0.32 (poor), 0.45 (fair), 0.55 (good), 0.63 (very good) or 0.7 (excellent). This was assessed using the value of standards loading of

the indicators for the underlying construct the scores are to be statistically significant above 0.5 (Nunnally, 1978).

Mabert *et al.* (2003) stated that factor loading with Eigen values (total variance) greater than 0.5 should be extracted and coefficients below 0.49 deleted from matrix since they are not importance. It is conducted in order to reduce the data to a meaningful and manageable set of factors (Sekaran, 2006) and help analyse the structure of the interrelationships (correlations) by defining the factors.

Fit statistics are evaluated to determine which predetermined model(s) best explain the relationships between the observed and the latent variables. Hair *et al.*, (2010) described this as a primary statistical problem optimally estimating the parameters of the model and determining the goodness of fit of the model to sample data on measureable variables.

4.4.1 Factor Loading for Strategic Leadership Style

Factor analysis was conducted on statements regarding leadership style. Table 4.3 shows the set of sub variables under the variable leadership style. Which according to Mabert *et al.* (2003), factors loading with Eigen values greater than 0.5 should be extracted and below 0.49 not considered. All the sub variables had values more than 0.5 and therefore they were accepted and thus no sub variable was dropped.

Table 4.3: Factor Loading for Leadership Style

Statement	Factor Loading
We are committed to effective strategy implementation practices	0.658
We have robust framework that assists in strategy implementation	0.596
We have developed proficient management systems that help in strategy implementation	0.604
We supervise all strategy implementation practices which helps in strategy implementation in our areas of work	0.816
We adhere to the laid guidelines in appointment of our staff to leadership positions	0.536
We have a clear organization vision which guides us in implementing our strategy	0.600
We constantly empower middle level and junior officers to do what it takes to implement	0.567
We have incorporated systems that supports strategy implementation	0.618

4.4.2 Factor Loading for Strategic Communication

Factor analysis was conducted on statements regarding communication. Table 4.4 shows the set of sub variables under the variable organizational communication. All the sub variables had values more than 0.5 and therefore they were accepted and thus no sub variable was dropped.

Table 4.4: Factor Loading for Communication

Statement	Factor Loading
We have a well elaborate information chain of command in APS	0.643
We always communicate timely on all matters strategy	0.801
We have established good relationship with the public	0.796
Our staff are well trained on use of communication channels	0.722
We use simple language in communicating strategy matters	0.593
We have strategy communication support systems in the APS	0.591

4.4.3 Factor Loading for Strategic Organizational Culture

Factor analysis was conducted on statements regarding Organizational culture. Table 4.5 shows the set of sub variables under the variable organizational culture. All the sub variables had values more than 0.5 and therefore they were accepted and thus no sub variable was dropped.

Table 4.5: Factor Loading for Organizational Culture

Statement	Factor Loading
Our employees resist changes in the APS which hampers strategy implementation	0.577
We have embraced practices and behaviours that enable strategy execution	0.956
We have shared values that has an effect on strategy implementation	0.539
Work is organized so that each person can see the relationship between his or her job and goals of the organization	0.763
We have a culture of accepting divergent views from employees which affects strategy implementation	0.952
We have a culture of rewarding best performance which has an effect on strategy implementation	0.659
There is continuous empowerment of staff through skills	0.565

4.4.4 Factor Loading for Strategic Stakeholder Engagement

Factor analysis was conducted on statements regarding Stakeholder Engagement. Table 4.6 shows the set of sub variables under the variable Stakeholder Engagement. All the sub variables had values more than 0.5 and therefore they were accepted and thus no sub variable was dropped.

Table 4.6: Factor Loading for Stakeholder Engagement

Statement	Factor Loading
We involve other relevant stakeholders in the formulation of strategies hence assisting strategy implementation	0.524
We involve relevant stakeholders in the implementation of strategies hence assisting in the success of strategy implementation	0.569
We request for support from government agencies which helps in implementing our strategies at the APS	0.629
We get support from the county government which helps in implementing our strategies at the APS	0.583
We get support from the senior officers in the APS which helps in implementing our strategies	0.560
We share responsibilities amongst the shareholders which helps in implementing our strategies	0.795
There is continuous cooperation in matters on strategy at the APS which helps strategy execution in our county	0.598

4.4.5 Factor Loading for Strategy Implementation

Factor analysis was conducted on statements regarding Strategic Implementation. Table 4.7 shows the set of sub variables under the variable Strategic Implementation. All the sub variables had values more than 0.5 and therefore they were accepted and thus no sub variable was dropped.

Table 4.7: Factor Loading for Strategy Implementation

Statement	Factor Loading
Our County has achieved most of its set targets	0.620
There is harmonious working relations in the APS in our County as a result of strategy implementation	0.583
Strategy implementation has resulted in timely response by the APS to issues raised by the citizens in our County	0.568
We have improved police morale/motivation in the APS in our County as a result of strategy implementation	0.792
The citizens or members of the public are free to share issues with the police as a result of strategy implementation	0.550
We have recorded minimal complaints in the past 4 years as a result of strategy implementation	0.514

4.5 Demographic Characteristics

The study examined the descriptive statistics of the study sample. In view of this, descriptive analysis was done to provide summaries of demographic variables of the sample which were gender, the length of service, academic qualifications and the approximate number of staff for each of the sampled organization. The demographic data was necessary for this study because it allows research to effectively capture respondent's general characteristics such as background and expertise that are relevant in discussing research findings as regards sample size composition.

4.5.1 Category of Staff

For the category of staff, the Corporal were the majority with 119 which represents 47.4% of the total, followed by the supervisors at 45 which represents 17.9% of the total number of officers. Commanders were the least with 35 representing 17.6% as shown in table 4.8.

Table 4.8: Category of Staff

Category of staff	Frequency	Percent
Commander	35	17.6
Senior Supervisors	45	22.6
Other Supervisors	119	59.8
Total	199	100

4.5.2 Level of Education

The respondents were asked to indicate their highest level of education. The results are presented in Table 4.9. Results in Table 4.9 show that 30.2% of the respondents had their highest level of education being Bachelor's Degree level, 29.6% of the respondents had their highest level of education being Diploma/HND, 20.1% indicated that they had A Level or Equivalent while 16.6% of the respondents had their highest level of education being O Level/Form Four. Only 3.5% had postgraduate education level. This implies that the APs are skilled for the job. In addition, regarding to this study, it means that the respondents were able to read the questionnaire on their own and thus better response achieved.

Table 4.9: Level of Education

Level of Education	Frequency	Percent
O Level/Form Four	33	16.6
A Level or Equivalent	40	20.1
Diploma/HND	59	29.6
Bachelor's Degree	60	30.2
Postgraduate/PhD	7	3.5
Total	199	100

4.5.3 Years in Service

On the years of service, a majority of the respondents had 6-10 years of experience at 46% implying that most of the respondents had served a long time enough to be able to give reliable responses on the implementation of strategy in the Administration Police. This combined with those whose years of service are greater than 10 years, forms a larger majority, portrays that the respondents were with the necessary experience to understand the happenings in the work place. 32.2% had less than 5 years while 15.1% had 11-15years in service. Those with 16-20 years were 0.5% while over 20 years had the least with 0.5% as shown in table 4.10.

Table 4.10: Years in Service

Years of Service	Frequency	Percent
Less than 5 years	64	32.2
6-10 Years	93	46.7
11-15 Years	30	15.1
16-20 Years	1	0.5
Over 20 Years	11	5.5
Total	199	100

4.5.4 Main Duties

On the main duties in service, most of the Administration police dealt with crime with a rate of 42.7% followed by general duties with 26.1%. Personnel management had 22.6% while investigations had 5.5%. Transport was the lowest with 3% as shown in Table 4.11.

Table 4.11: Main Duties

Main Duties in the Service	Frequency	Percent
General duties	52	26.1
Crime	85	42.7
Investigations	11	5.5
Personnel management	45	22.6
Transport	6	3
Total	199	100

4.6 Descriptive Statistics

This section contains descriptive analysis for leadership style, communication, organizational culture, stakeholder engagement and strategic implementation. A Likert scale of 1 to 5 (1= Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 =Agree, 5 = Strongly Agree) was presented for answering by respondents.

4.6.1 Strategic Leadership Style on Strategic Implementation

The first objective of the study was to investigate the effect of strategic leadership styles on the strategic implementation in the Administration police service. To achieve the respondents were requested to indicate their levels of agreement on a five point Likert scale. (1 = strongly disagree, 2 = Disagree 3 = Neutral, 4 = Agree, 5 = strongly agree) was used and the mean response rate from the respondents owners calculated. For the purposes of interpretation 4 & 5 (agree and strongly agree) were grouped together as agree, 1 & 2 (strongly disagree and disagree) were grouped as disagree while 3 was neutral. The results of this study are as depicted in table 4.12.

Table 4.12: Descriptive Analysis on Strategic Leadership Style

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
We are committed to effective strategy implementation practices	5.0%	14.1%	14.1%	50.3%	16.6%	3.6	1.1
We have robust framework that assists in strategy implementation	11.6%	35.7%	41.2%	7.0%	4.5%	2.6	0.9
We have developed proficient management systems that help in strategy implementation	6.0%	36.2%	22.1%	28.6%	7.0%	2.9	1.1
We supervise all strategy implementation practices which helps in strategy implementation in our areas of work	5.0%	25.6%	33.2%	26.6%	9.5%	3.1	1.1
We adhere to the laid guidelines in appointment of our staff to leadership positions	3.0%	28.6%	45.7%	15.1%	7.5%	3.0	0.9
We have a clear organization vision which guides us in implementing our strategy	10.1%	25.1%	10.1%	37.2%	17.6%	3.3	1.3
We constantly empower middle level and junior officers to do what it takes to implement	4.5%	4.5%	18.1%	51.3%	21.6%	3.8	1.0
We have incorporated systems that supports strategy implementation	2.0%	44.7%	18.1%	29.1%	6.0%	2.9	1.0
Average						3.1	1.0

Results in Table 4.12 shows that majority 66.9 % (50.3% +16.6%) agreed that the (seniors) are committed to effective strategy implementation practices while 14.1% were neutral on the same and 19.1% disagreed. It can be thus said that the majority agreed that the seniors (those in leadership) were committed to strategy implementation. When asked on whether there is a robust framework that assists in strategy implementation a combined 45.3% disagreed, while 41.2 were neutral and a

paltry 11.5% agreed. Therefore, it can be deduced that there did not exist a robust framework to assist in implementation of strategy.

On the development of proficient strategy management systems that help in strategy implementation 42.2% of the respondents disagreed, 22.1% were neutral and 35.6% agreed, it can be inferred that there were proficient management systems but not to the knowledge of all and sundry. On whether there is supervision on all strategy implementation practices that helps in strategy implementation in the areas of work 31.6% of the respondents disagreed, 33.2% were neutral and 36.1% respondents agreed this implies that the supervision was there but not to the agreed standards. There was also the adherence to stipulated guidelines in appointment of staffs to leadership positions 31.6% disagreed while 45.7% of the respondents were neutral on the same whilst 22.6% agreed. These results can be taken to imply that the respondents did not agree on the presence of these guidelines.

About having a clear organization vision that compels the leaders to implementing their strategy 35.2% disagreed on the clear vision, 10.1% were neutral on the same while 54.7% agreed implying that a majority of the leaders know that there is a clear vision to compel them towards strategy implementation. The leaders were asked whether they constantly empower middle level and Corporal to do what it takes to implement strategy 9% disagreed, 18.1 were neutral while 72.9% agreed. Clearly, there was constant empowerment towards strategy implementation. Lastly, the respondents were asked whether there is an integrated infrastructure that supports strategy implementation 46.7% disagreed, 18.1% were neutral and 35.1% agreed.

It can be concluded that this if the infrastructure was there then it was not to the knowledge of all the leaders. Averagely on strategic leadership, 32.7% disagree on whether the leadership is geared towards implementation of strategy, 25.3% were neutral on the same while 42% agreed that there is a strategic leadership. Overall, the average mean of the responses was 3.1 which means that majority of the respondents were agreeing to the statements in the questionnaire. The standard deviation was 1.0 meaning that the responses were clustered around the mean response.

These finding agree with Mintzberg (2004) who stated that a good implementation of strategic plan is dependent on effective leadership to the employees who are the true foot soldiers of implementation. This leadership orientation requires emphasis on openness, collaboration, equity, trust, continuous improvement and risk taking.

4.6.2 Strategic Communication on Strategic Implementation

The second objective of the study was to investigate the effect of strategic communication on the strategic implementation in the Administration police service. To achieve the respondents were requested to indicate their levels of agreement on a five point Likert scale. (1 = strongly disagree, 2 = Disagree 3 = Neutral, 4 = Agree, 5 = strongly agree) was used and the mean response rate from the respondents owners calculated. For the purposes of interpretation 4 & 5 (agree and strongly agree) were grouped together as agree, 1 & 2 (strongly disagree and disagree) were grouped as disagree while 3 was neutral. The results of this study are as depicted in table 4.13.

Table 4.13: Descriptive Analysis on Strategic Communication

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
We have a well elaborate information chain of command in APS	0.5%	16.1%	10.6%	49.2%	23.6%	3.8	1.0
We always communicate timely on all matters strategy	2.0%	13.1%	19.6%	51.3%	14.1%	3.6	1.0
We have established good relationship with the public	0.0%	32.2%	36.2%	22.6%	9.0%	3.1	1.0
Our staff are well trained on use of communication channels	12.1%	14.6%	47.2%	23.6%	2.5%	2.9	1.0
We use simple language in communicating strategy matters	0.5%	17.6%	25.1%	44.2%	12.6%	3.5	0.9
We have strategy communication support systems in the APS	34.2%	48.2%	10.1%	6.0%	1.5%	1.9	0.9
Average						3.0	1.0

Results in Table 4.13 shows that majority 72.8% (49.2% +23.6) agreed that there was a well elaborate information chain of command in APS. 16.6% of the respondents disagreed while 10.6% were neutral. On whether all matters strategy that influences strategy implementation had timely communication, 15.6% disagreed on this, 19.6% were neutral and a majority of 65.9% agreed, so there was timely communication on matters strategy towards strategy implementation.

The respondents were also asked whether they have an established developed good relationship with the public which encourages strategy implementation 32.2% disagreed, 36.2 were neutral and 31.6% agreed. It can be deduced that there might be a relationship though not so good to boost the confidence of the public towards strategy implementation. In addition, the respondents were asked whether the staff is well trained in communication that enhances strategy implementation, 26.7% disagreed, 47.2% were neutral and 26.1% agreed. The majority were neutral, showing that they were not pleased with the communication.

Further, the respondents were asked whether they use simple language in communicating strategy matters that helps in strategy implementation and 18.1% disagreed, 25.2% were neutral and 56.7% agreed. Therefore, this implies that there was use of simple language in communication. Lastly, the respondents were asked whether they had strategy communication champions in the APS that assists in strategy implementation in the APS, 82.4% disagreed, 10.1% were neutral and a paltry 7.5% agreed. Clearly, there were no strategy communication champions in the APS. On strategy communication, 31.9% disagreed, 24.7% were neutral on the same and a majority 40.4% agreed that indeed there was strategy communication that was geared towards strategy implementation.

Overall, the average mean of the responses was 3.0 which means that majority of the respondents were agreeing to the statements in the questionnaire. The standard deviation was 1.0 meaning that the responses were clustered around the mean response. The findings agree with Li, Guohui and Eppler (2008) who stated that the failure of an organization to communicate its position and future strategy to all employees, and the failure of that communication to be received and accepted by

them, would create perception gaps, leading to ineffective execution. Achieving results through communication simply adds to the challenge of implementation.

4.6.3 Strategic Organizational Culture on Strategic Implementation

The third objective of the study was to investigate the effect of strategic communication on the strategic implementation in the Administration police service. To achieve the respondents were requested to indicate their levels of agreement on a five point Likert scale. (1 = strongly disagree, 2 = Disagree 3 = Neutral, 4 = Agree, 5 = strongly agree) was used and the mean response rate from the respondents owners calculated. For the purposes of interpretation 4 & 5 (agree and strongly agree) were grouped together as agree, 1 & 2 (strongly disagree and disagree) were grouped as disagree while 3 was neutral. The results of this study are as depicted in table 4.14.

Table 4.14: Descriptive Analysis on Organizational Culture

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
Our employees resist changes in the APS which hampers strategy implementation	2.0%	13.1%	13.1%	58.8%	13.1%	3.7	0.9
We have embraced practices and behaviours that enable strategy execution	1.0%	27.1%	44.7%	26.1%	1.0%	3.0	0.8
We have shared values that has an effect on strategy implementation	0.0%	33.2%	9.5%	57.3%	0.0%	3.2	0.9
Work is organized so that each person can see the relationship between his or her job and goals of the organization	49.7%	29.6%	10.1%	6.5%	4.0%	1.9	1.1
We have a culture of accepting divergent views from employees which affects strategy implementation	1.0%	28.1%	44.7%	26.1%	0.0%	3.0	0.8
We have a culture of rewarding best performance which has an effect on strategy implementation	12.1%	17.6%	0.0%	69.8%	0.5%	3.3	1.1
There is continuous empowerment of staff through skills	5.0%	11.6%	19.6%	26.6%	37.2%	3.8	1.2
Average						3.1	1.0

Results in Table 4.14 shows that majority 71.9 % (58.8%+ 13.1%) agreed that their employees resist changes in the APS, which hampers strategy implementation, while 15.1% disagreed, 13.1% were neutral. This implies that there was resistance to changes that in turn hampers strategic implementation. On whether the respondents have embraced practices, behaviors that enable strategy execution a majority 80.4% disagreed, and 19.6% were neutral. It can be categorically asserted that these practices and behaviors had not been embraced. In addition, the respondents were asked whether work is organized so that each person can see the relationship between his or her job and goals of the organization 78.3% disagreed, 10.1% were neutral whilst a partly 10.5% agreed. Clearly, there was no work organization to align job and goals.

Further, the respondents were asked whether they have a culture of accepting divergent views from employees that affect strategy implementation 29.2% disagreed, 44.7% were neutral and 26.1% agreed. The culture of accepting divergent views is present although not clearly pronounced. On whether the respondents have a culture of rewarding best performance that has an effect on strategy implementation, 29.7% disagreed and 70.3% agreed, which can be taken to imply that rewarding best performance is a culture that is present.

Lastly, the respondents were asked whether there is continuous empowerment in the skills of employees which influences strategy implementation in the APS 16.6% disagreed, 19.6% were neutral, while a majority 63.8% disagreed which can be construed that the continuous improvement in skills was not across board.

Overall, the average mean of the responses was 3.1 which means that majority of the respondents were agreeing to the statements in the questionnaire. The standard deviation was 1.1 meaning that the responses were clustered around the mean response. The findings agree with (Ayiecha & Senaji, 2014) who pointed out that if an organization's culture was to improve its overall performance and effectiveness, then its culture had to be strong and able to provide a strategic competitive advantage while its beliefs and values had to be widely shared and firmly upheld. Further observations indicated that, facilitating organizational learning from different

viewpoints would also be beneficial in maximizing organizational structure, procedures and processes that imply that organizational culture does influence structure both positively and negatively.

4.6.4 Strategic Stakeholders Engagement on Strategic Implementation

The fourth objective of the study was to investigate the effect of stakeholder engagement on the strategic implementation in the Administration police service. To achieve the respondents were requested to indicate their levels of agreement on a five point Likert scale. (1 = strongly disagree, 2 = Disagree 3 = Neutral, 4 = Agree, 5 = strongly agree) was used and the mean response rate from the respondents owners calculated. For the purposes of interpretation 4 & 5 (agree and strongly agree) were grouped together as agree, 1 & 2 (strongly disagree and disagree) were grouped as disagree while 3 was neutral. The results of this study are as depicted in Table 4.15.

Table 4.15: Descriptive Analysis on Stakeholder Engagement

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
We involve other relevant stakeholders in the formulation of strategies hence assisting strategy implementation	14.1%	48.7%	18.6%	17.1%	1.5%	2.4	1.0
We involve relevant stakeholders in the implementation of strategies hence assisting in the success of strategy implementation	15.1%	49.2%	31.7%	4.0%	0.0%	2.3	0.8
We request for support from government agencies which helps in implementing our strategies at the APS	2.5%	3.5%	16.6%	51.8%	25.6%	3.9	0.9
We get support from the county government which helps in implementing our strategies at the APS	0.0%	7.0%	17.6%	53.3%	22.1%	3.9	0.8
We get support from the senior officers in the APS which helps in implementing our strategies	6.0%	21.6%	16.1%	44.2%	12.1%	3.4	1.1
We share responsibilities amongst the shareholders which helps in implementing our strategies	3.0%	15.6%	9.0%	54.3%	18.1%	3.7	1.0
There is continuous cooperation in matters on strategy at the APS which helps strategy execution in our county	0.0%	20.1%	25.6%	38.2%	16.1%	3.5	1.0
Average						3.3	0.9

Results in Table 4.15 shows that majority 62.8% (14.1%+ 48.7%) disagreed that they are involved their stakeholders in the formulation of strategies, 18.6% were neutral and a further 18.6% agreed. This implies that stakeholders were not involved in the formulation of strategies. Also the respondents were asked whether they involve their stakeholders in the implementation of strategies hence assisting in the

success of strategy implementation 64.3% disagreed, 31.7% of the respondents were neutral whilst 4.0% agreed. This clearly demonstrated that stakeholders were not involved in the implementation of strategies.

Further, the respondents were asked whether they get support from the national government that helps in implementing their strategies at the APS, 6% disagreed, 16.6% of the respondents were neutral, while 77.4% of the respondents agreed. This shows that indeed there was government support. When asked whether the respondents get support from the county government that helps in implementing their strategies at the APS, 7% disagreed, 17.6% were neutral and 75.4% agreed. This shows that there was support from the County Government too. On sharing responsibilities, the respondents were asked whether they share responsibilities amongst the shareholders that helps in implementing their strategies, 18.6% disagreed, 9.0% of the respondents were neutral, while 72.4% agreed. This can be taken to imply that there was sharing of responsibilities amongst shareholders in a bid to help in implementing strategies.

Lastly, the respondents were asked on whether there is continuous cooperation in matters strategy at the APS that helps strategy execution in their County and the responses were varied. 20.1% of the respondents disagreed, 25.6% were neutral, 54.3% agreed. This shows that there was continuous cooperation in matters strategy. Averagely, 29.5% disagreed, 19.3% were neutral and 51.2% agreed on stakeholder involvement in the implementation of strategy.

Overall, the average mean of the responses was 3.3 which means that majority of the respondents were agreeing to the statements in the questionnaire. The standard deviation was 0.9 meaning that the responses were clustered around the mean response. The statement agree with Shimechero (2010) who noted that an organization's value is created when it meets the needs of the firm's important stakeholders in a win-win fashion by attending to the interests of all the stakeholders - not just their shareholders. The success of an organizations strategy implementation process will depend on the level of involvement of stakeholders; both internal and external.

4.6.5 Strategy Implementation

The general objective of the study was to investigate the determinants of the strategy implementation in Administration police service in Kenya. In pursuing this, the respondents were requested to indicate their levels of agreement on a five point Likert scale. (1 = strongly disagree, 2 = Disagree 3 = Neutral, 4 = Agree, 5 = strongly agree) was used and the mean response rate from the respondents owners calculated. For the purposes of interpretation 4 & 5 (agree and strongly agree) were grouped together as agree, 1 & 2 (strongly disagree and disagree) were grouped as disagree while 3 was neutral. The results of this study are as depicted in Table 4.16.

Table 4.16: Descriptive Analysis on Strategy Implementation

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
Our County has achieved most of its set targets	3.5%	20.6%	9.5%	45.7%	20.6%	3.6	1.1
There is harmonious working relations in the APS in our County as a result of strategy implementation	3.5%	23.1%	5.5%	53.3%	14.6%	3.5	1.1
Strategy implementation has resulted in timely response by the APS to issues raised by the citizens in our County	0.0%	5.5%	26.6%	46.7%	21.1%	3.8	0.8
We have improved police morale/motivation in the APS in our County as a result of strategy implementation	12.6%	16.1%	17.6%	37.2%	16.6%	3.3	1.3
The citizens or members of the public are free to share issues with the police as a result of strategy implementation	0.0%	22.1%	13.6%	42.7%	21.6%	3.6	1.1
We have recorded minimal complaints in the past 4 years as a result of strategy implementation	0.0%	30.2%	13.6%	42.2%	14.1%	3.4	1.1
Average						3.5	1.1

Results in Table 4.16 shows that majority 66.4% (45.7% + 20.6%) agreed that their County has achieved most of its set targets had varied responses with 24.1% of the respondents disagreeing, 9.5% being were neutral. This implies that there is reduction in crime rates due to implementation of strategy. When asked on whether there is a harmonious working relation in the APS in their County because of strategy implementation, 26.6% disagreed, 5.5% of the respondents were neutral whilst 67.9% agreed, and implying there was harmonious working relations amongst the APs towards strategy implementation.

The respondents were asked whether strategy implementation has resulted in timely response by the APS to issues raised by the citizens in their County 5.5% agreed, 26.6% were neutral 67.8% of the responses agreed showing that there was timely responses to issues affecting citizens due to implementation of strategy. The respondents were asked whether there has been improved police morale/motivation in the APS in Their County because of strategy implementation 29.7% disagreed, 17.6% were neutral whilst 53.8%. This can be construed to mean that there is improvement in morale in the APs in Their county but this is not across board due to the 29.7% which cannot be wished away. In addition, the respondents were asked whether the citizenry or members of the public are free to share issues with the police as a result of strategy implementation and 22.1% disagreed and a majority 42.7% were neutral and 21.6% agreed. Generally, the public does not feel free to share issues with the police.

Lastly, the respondents were asked whether they have recorded minimal complaints in the past 4 years as a result of strategy implementation and a majority 43.8% disagreed, 42.2% were neutral while 14.1% agreed. Generally, the implementation of strategy has not really worked in terms of reduction in the number of complaints but 14.1% of respondents assert so. Averagely, 22.9% disagree on whether strategy implementation has worked, 14.4% are neutral on this and at the same 62.7% agree that implementation has worked in their County.

Overall, the average mean of the responses was 3.5 which means that majority of the respondents were agreeing to the statements in the questionnaire. The standard deviation was 1.1 meaning that the responses were clustered around the mean response. The findings agree with Johnson & Scholes, (2002) who summarized the characteristic of strategy as being the direction and scope of an organization over long-term, which achieves advantage in a changing environment through its configuration of resources and competences with the aim of fulfilling stakeholders' expectations. Further, the study noted that in spite of the importance of strategy implementation in organizations' success and their achieving goals, most of them fail to implement those strategies efficiently, however with the rapidly changing world as an organization they have to embrace strategic mechanisms for them to be successful.

4.7 Correlation Analysis

Correlation analysis was carried out to detect the association between the dependent variable, strategy implementation and the independent variables of leadership style, communication, organizational culture and stakeholder engagement. The mean score for each of the independent variables was calculated and the Pearson's correlation obtained using SPSS.

Table 4.17: Correlation Analysis

Variable		Strategy Implementa tion	Leaders hip Style	Commu nication	Organizatio nal Culture	Stakeholder Engagement
Strategy Implementatio n	Pearson Correlation Sig. (2- tailed)	1.00				
Strategic leadership Style	Pearson Correlation Sig. (2- tailed)	.639**	1.00			
Strategic Communicati on	Pearson Correlation Sig. (2- tailed)	.617**	.637**	1.00		
Strategic Organizational Culture	Pearson Correlation Sig. (2- tailed)	.629**	.581**	.585**	1.00	
Strategic Stakeholder Engagement	Pearson Correlation Sig. (2- tailed)	.651**	.581**	.591**	.598**	1.00
		0.00	0.00	0.00	0.00	

** Correlation is significant at the 0.01 level (2-tailed).

The results in table 4.17 indicated that leadership style was positively and significantly associated to strategy implementation ($r=0.639$, $p=0.00<0.05$). Communication was positively and significantly associated to strategy implementation ($r=0.617$, $p=0.00<0.05$) while organizational culture was positively and significantly associated to strategy implementation ($r=0.629$, $p=0.000<0.05$) and stakeholder engagement was positively and significantly associated to strategy implementation ($r=0.651$, $p=0.000<0.05$).

4.8 Tests for Regression Model Assumptions

4.8.1 Test for Normality of Data

Test of normality determines if the data is well modelled and normally distributed (linear). It is used to measure how far data deviates from the Gaussian by looking at the graph and seeing if the distribution deviated grossly from a bell shaped normal distribution. It is a determination of the likelihood of a random variable of being normally distributed. It is an assessment of the normality of data in statistical tests. Avioli (2012) showed that the descriptive, normality, and verification tests could be assessed with the normal distribution. Singh and Masuku (2014) states that if these tests are non-normality, then the data have either outliers, multiple modes, incorrect measuring tools, incorrect distributions, zero/infinite limits, or scanty collections. In order to fit a linear model, the dependent variable has to be normally distributed.

To test the normality of turnover intention (dependent variable) was done by use of Kolmogov-Smirvov test. The hypothesis was tested at a critical value at 0.05, where the rule is that reject H_0 if the probability (P) value is less than 0.05 or else fail to reject. The dependent variable should be normally distributed because the study was analyzed using a multiple regression model where the condition of normality must be satisfied (Quataroli & Julia, 2012).

H_0 : The data is not normal.

H_1 : The data is normal.

Table 4.18 indicates that using the of Kolmogov-Smirvov and Shapiro-Wilk test of normality, variables data are normal since the p-values are 0.000 which are below 0.05 for all the variables and thus we reject the null hypothesis (H_0) and accept the alternative hypothesis (H_1). The study concluded that leadership style, communication, organizational culture and stakeholder engagement and strategy implementation are normal in distribution and hence subsequent analysis could be carried out.

Table 4.18: Test for normality

	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Strategy Implementation	0.106	199	0	0.982	199	0.0140
Strategic Leadership Style	0.255	199	0	0.841	199	0.0000
Strategic Communication	0.281	199	0	0.840	199	0.0000
Strategic Organizational Culture	0.254	199	0	0.854	199	0.0000
Strategic Stakeholder Engagement	0.277	199	0	0.832	199	0.0000

4.8.2 Test for Linearity

Linearity assumes a straight-line relationship between the predictor variables and the criterion variable. This was assessed by examination of a scatter plot of all the independent variables against the dependent variable to measure if there is a straight-line relationship. All the independent variables depicted a straight-line relationship with the dependent variable as shown in Figure 4.1.

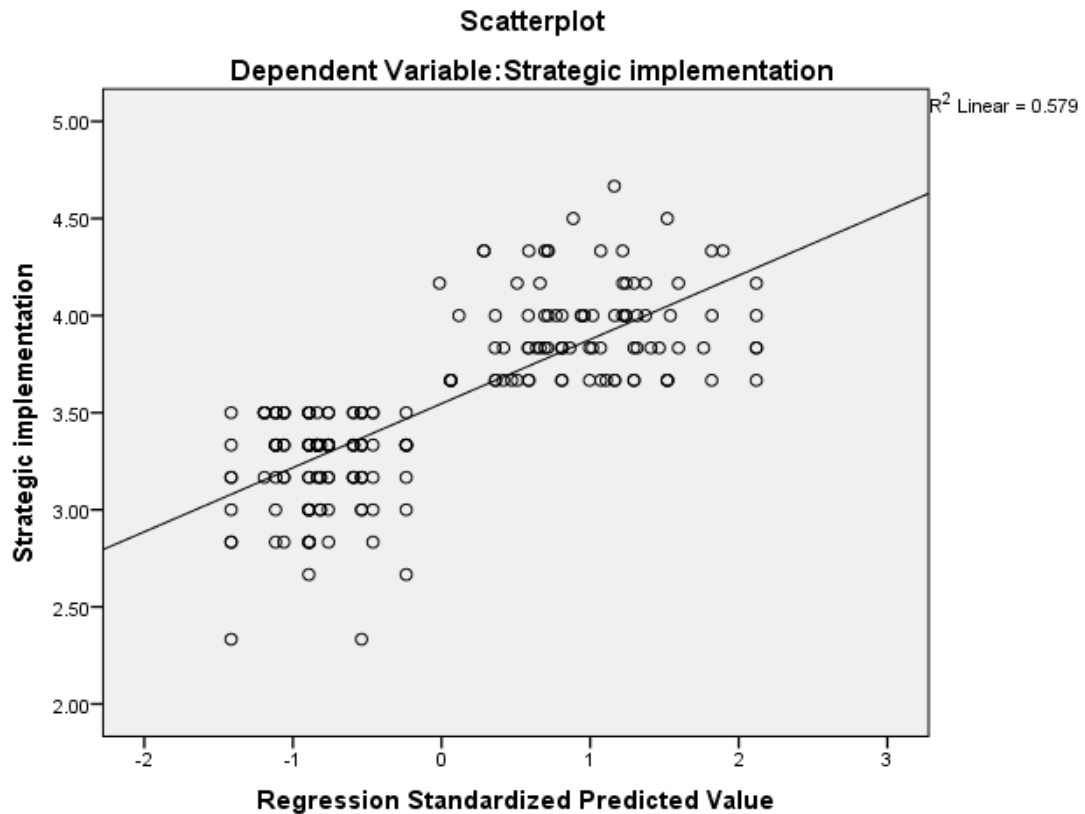


Figure 4.1: Scatter Diagram for Linearity

4.8.3 Test for Heteroscedasticity

The error process may be homoscedastic within cross-sectional units, but its variance may differ across units: a condition known as group wise heteroskedasticity (Stevenson, 2004). The hettest command calculates breuch pagan for group wise heteroskedasticity in the residuals. Heteroscedasticity test was run in order to test whether the error terms are correlated across observation in the cross sectional data (Long & Ervin, 2000). The null hypothesis is that the data does not suffer from Heteroscedasticity since the p-value is greater than the 5%. The null hypothesis was not rejected at a critical p value of 0.05 since the reported value was $0.4881 > 0.05$. Thus, the data did not suffer from heteroscedasticity. The results in Table 4.19 indicate that the null hypothesis of constant variance is not rejected as supported by a p-value of 0.4881.

Table 4.19: Heteroscedasticity Results

Breusch-Pagan / Cook-Weisberg test for heteroscedasticity
Ho: Constant variance

Variable: fitted values of Strategy Implementation

chi2(1)	=	0.48
Prob > chi2	=	0.4881

4.8.4 Test for Autocorrelation

Autocorrelation is a characteristic of data in which the correlation between the values of the same variables is based on related objects. It violates the assumption of instance independence, which underlies most of the conventional models. Durbin Watson test is used to check serial correlation among variables. When error terms from different (usually adjacent) time periods (or cross-section observation) are correlated, then it is said that the error term is serially correlated. Serial correlation will not affect the biasness or consistency of ordinary least squares (OLS) estimator, but it affects their efficiency. To use a linear model, there should be no serial correlation among the observations.

In Table 4.20, the dependent variable must be independent and this was tested using Durbin-Watson (d) test which state that $d=2$ indicates that there is no autocorrelation. The value of (d) always lies between 0 and 4 where 0 indicates autocorrelation while between 1-1.7 indicates the residuals are interdependent whereas above 1.7 indicates that there is no autocorrelation. The results from the study presented 1.862 that indicates that the residuals have no autocorrelation.

Table 4.20: Durbin Watson test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.761a	0.579	0.571	0.28408	1.862

4.8.5 Test for Multicollinearity

Multicollinearity is a statistical phenomenon in which two or more predictor variable in a multiple regression model are highly correlated, the undesirable situation where the correlations among the independent variables are strong. A set of variables is perfectly multicollinear if there exists one or more exact linear relationship among some of the variables. Tolerance of the variable and the VIF value were used where values more than 0.2 for Tolerance and values less than 10 for VIF means that there is no multicollinearity.

For multiple regressions to be applicable there should not be collinearity among variables. Statistics used to measure multicollinearity include tolerance and variance inflation factor. From the findings, the all the variables had a tolerance values >0.2 and VIF values <10 as shown in Table 4.21. Indicating that there is no multicollinearity among the independent variables (leadership style, communication, organizational culture and stakeholder engagement).

Table 4.21: Multicollinearity test using Tolerance and VIF

Variable	Collinearity Statistics	
	Tolerance	VIF
Strategic Leadership Style	0.5	2
Strategic Communication	0.491	2.035
Organizational Culture	0.528	1.893
Stakeholder Engagement	0.525	1.906

4.9 Regression Analysis

An overall regression analysis was conducted between all the independent variables (leadership style, communication, organizational culture and stakeholder engagement) and strategy implementation. The results presented in Table 22 present the fitness of model used of the regression model in explaining the study phenomena. Leadership style, communication, organizational culture and stakeholder

engagement were found to be satisfactory in explaining strategy implementation. This is supported by coefficient of determination also known as the R square of 0.571. This means that leadership style, communication, organizational culture and stakeholder engagement explain 57.1% of the variations in the dependent variable which is strategy implementation.

Table 4.22: Overall Model Fitness

R	R Squared	Adjusted R Squared	Std. Error of the Estimate
0.76	0.579	0.571	0.28408

Table 23 provides the results on the overall analysis of the variance (ANOVA). The results indicate that the overall model was statistically significant. Further, the results imply that the leadership style, communication, organizational culture and stakeholder engagement are good predictors of strategy implementation. This was supported by an F statistic of 66.829 and the reported p value (0.000) which was less than the conventional probability of 0.05 significance level.

Table 4.23: Overall Analysis of Variance (ANOVA)

	Sum of Squares	df	Mean Square	F	Sig.
Regression	21.573	4	5.393	66.829	.000
Residual	15.656	194	0.081		
Total	37.229	198			

Regression coefficients in Table 4.24 revealed that there was a positive and significant relationship between leadership style and strategy Implementation ($r=0.099$, $p=0.000$). This was supported by a calculated t-statistic of 3.630 that is larger than the critical t-statistic of 1.96. There was a positive and significant relationship between communication and strategy Implementation ($r=0.074$, $p=0.011$). This was supported by a calculated t-statistic of 2.553 that is larger than the critical t-statistic of 1.96. Further, the results revealed that there was a positive

and significant relationship between organizational culture and strategy implementation ($r=0.099$, $p=0.001$). This was supported by a calculated t-statistic of 3.515 that is larger than the critical t-statistic of 1.96. Lastly, there was a positive and significant relationship between stakeholder engagement and strategy implementation ($r=0.117$, $p=0.000$). This was supported by a calculated t-statistic of 4.313 that is larger than the critical t-statistic of 1.96.

This finding is consistent with that of D’ortenzio (2012) who noted that leadership style, communication, organizational culture and stakeholder engagement contributed largely towards a strategic implementation process. Organizations with bureaucratic structures, poor leadership, poor communication and weak organizational culture tend to have highest failure rate during strategic implementation. However, it was noted that organizations that exhibited lean structures, strong leadership, ample communication, and strong organizational cultures tend to implement change more efficiently and had higher success rates of organizational implementation process.

Table 4.24: Multiple Regression of Coefficients

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.302	0.079		29.06	0.000
Strategic Leadership Style	0.099	0.027	0.239	3.630	0.000
Strategic Communication	0.074	0.029	0.170	2.553	0.011
Strategic Organizational Culture	0.099	0.028	0.225	3.515	0.001
Strategic Stakeholder Engagement	0.117	0.027	0.277	4.313	0.000

a Dependent Variable: Strategic implementation

$$Y = 2.302 + 0.099X_1 + 0.074X_2 + 0.099X_3 + 0.117X_4$$

Where:

Y = Strategy Implementation

X₁ = Strategic Leadership Style

X₂ = Strategic Communication

X₃ = Strategic Organizational Culture

X₄ = Strategic Stakeholder Engagement

4.10 Hypotheses Testing

Hypotheses were tested using multiple linear regression analysis as represented in Tables 4.24 above.

4.10.1 Hypothesis Testing for Strategic Leadership Style

The first Hypothesis to be tested was:

H₀₁: Strategic Leadership style has no significant effect on the strategic implementation in the Administration police service.

The hypothesis was tested by using simple linear regression and determined using p-value. The acceptance/rejection criteria was that, if the p value is less than 0.05, we reject the H₀₁ but if it is more than 0.05, the H₀₁ is not rejected. Therefore, the null hypothesis is that strategic leadership style has no significant effect on strategic implementation in the Administration police service. Results in Table 4.24 shows that the p-value was 0.000. This was supported by a calculated t-statistic of 3.630 that is larger than the critical t-statistic of 1.96. The null hypothesis was therefore rejected. The study therefore adopted the alternative hypothesis that Strategic Leadership style has a significant effect on the strategic implementation in the Administration police service in Kenya.

4.10.2 Hypothesis Testing for Strategic Communication

The second Hypothesis to be tested was:

H₀₂: Strategic Communication style has no significant effect on the strategic implementation in the Administration police service

The hypothesis was tested by using multiple linear regression and determined using p-value. The acceptance/rejection criteria was that, if the p value is less than 0.05, we reject the H₀₂ but if it is more than 0.05, the H₀₂ is not rejected. Therefore, the null hypothesis is that communication has no significant effect on strategic implementation in the Administration police service in Kenya. Results in Table 4.24 shows that the p-value was 0.011. This was supported by a calculated t-statistic of 2.553 that is larger than the critical t-statistic of 1.96. The null hypothesis was therefore rejected. The study therefore adopted the alternative hypothesis that Communication has a significant effect on the strategic implementation in the Administration police service in Kenya.

4.10.3 Hypothesis Testing for Organizational Culture

The third Hypothesis to be tested was:

H₀₃: Organizational Culture has no significant effect on the strategic implementation in the Administration police service

The hypothesis was tested by using multiple linear regression and determined using p-value. The acceptance/rejection criteria was that, if the p value is less than 0.05, we reject the H₀₃ but if it is more than 0.05, the H₀₃ is not rejected. Therefore, the null hypothesis is that organizational culture has no significant effect on strategic implementation in the Administration police service in Kenya. Results in Table 4.24 shows that the p-value was 0.001. This was supported by a calculated t-statistic of 3.515 that is larger than the critical t-statistic of 1.96. The null hypothesis was therefore rejected. The study therefore adopted the alternative hypothesis that organizational culture has a significant effect on the strategic implementation in the Administration police service in Kenya.

4.10.4 Hypothesis Testing for Stakeholder Engagement

The fourth Hypothesis to be tested was:

H₀₄: Stakeholder Engagement has no significant effect on the strategic implementation in the Administration police service

The hypothesis was tested by using multiple linear regression and determined using p-value. The acceptance/rejection criteria was that, if the p value is less than 0.05, we reject the H₀₄ but if it is more than 0.05, the H₀₄ is not rejected. Therefore, the null hypothesis is that stakeholder engagement has no significant effect on strategic implementation in the Administration police service in Kenya. Results in Table 4.24 shows that the p-value was 0.000. This was supported by a calculated t-statistic of 4.313 that is larger than the critical t-statistic of 1.96. The null hypothesis was therefore rejected. The study therefore adopted the alternative hypothesis that stakeholder engagement has a significant effect on the strategic implementation in the Administration police service in Kenya.

4.11 Discussion of Key Findings

4.11.1 Effects of Strategic Leadership Style on Strategic Implementation

The first objective of the study was to determine the effect of leadership style on Strategic Implementation in the Administration police service in Kenya. Regression of coefficient revealed that there was a positive and significant relationship between leadership style and Strategic Implementation ($r=0.099$, $p=0.000$). This was supported by a calculated t-statistic of 3.630 that is larger than the critical t-statistic of 1.96. This means that a unitary improvement in leadership style leads to an improvement in Strategic Implementation by 0.099 units holding other factors constant.

This finding is consistent with that of D'ortenzio (2012) who noted that leadership style, communication, organizational culture and stakeholder engagement contributed largely towards a strategic implementation process. Organizations with bureaucratic structures, poor leadership, poor communication and weak

organizational culture tend to have highest failure rate during strategic implementation. However, it was noted that organizations that exhibited lean structures, strong leadership, ample communication, and strong organizational cultures tend to implement change more efficiently and had higher success rates of the organizational implementation process.

4.11.2 Effects of Communication on Strategic Implementation

The second objective of the study was to determine the effect of communication on Strategic Implementation in the Administration police service in Kenya. Regression of coefficient revealed that there was a positive and significant relationship between communication and strategic implementation ($r=0.074$, $p=0.011$). This was supported by a calculated t-statistic of 2.553 that is larger than the critical t-statistic of 1.96. This means that a unitary improvement in communication leads to an improvement in Strategic Implementation by 0.074 units holding other factors constant.

This is in agreement with Li, Guohui and Eppler (2008) who stated that the failure of an organization to communicate its position and future strategy to all employees, and the failure of that communication to be received and accepted by them, would create perception gaps, leading to ineffective execution. Achieving results through communication simply adds to the challenge of implementation.

4.11.3 Effects of Organizational Culture on Strategic Implementation

The third objective of the study was to determine the effect of organizational culture on Strategic Implementation in the Administration police service in Kenya. Regression of coefficient revealed that there was a positive and significant relationship between organizational culture and Strategic Implementation ($r=0.099$, $p=0.001$). This was supported by a calculated t-statistic of 3.515 that is larger than the critical t-statistic of 1.96. This means that a unitary improvement in organizational culture leads to an improvement in Strategic Implementation by 0.099 units holding other factors constant.

The is in agreement with (Ayiecha & Senaji, 2014) who pointed out that if an organization's culture was to improve its overall performance and effectiveness, then its culture had to be strong and able to provide a strategic competitive advantage while its beliefs and values had to be widely shared and firmly upheld. Further observations indicated that, facilitating organizational learning from different viewpoints would also be beneficial in maximizing organizational structure, procedures and processes that imply that organizational culture does influence structure both positively and negatively.

4.11.4 Effects of Stakeholder Engagement on Strategic Implementation

The fourth objective of the study was to determine the effect of Stakeholder Engagement on Strategic Implementation in the Administration police service in Kenya. Regression of coefficient revealed that there was a positive and significant relationship between Stakeholder Engagement and Strategic Implementation ($r=0.117$, $p=0.000$). This was supported by a calculated t-statistic of 4.313 that is larger than the critical t-statistic of 1.96. This means that a unitary improvement in Stakeholder Engagement leads to an improvement in Strategic Implementation by 0.117 units holding other factors constant. This is in agreement with Shimechero (2010) who noted that an organization's value is created when it meets the needs of the firm's important stakeholders in a win-win fashion by attending to the interests of all the stakeholders - not just their shareholders. The success of an organizations strategy implementation process will depend on the level of involvement of stakeholders; both internal and external.

4.13 Summary of the Chapter

This chapter has presented the analysis of the data collected and discussion of the findings. The study utilized descriptive statistics, correlation analysis and regression analysis. The regression analysis results confirmed the positive relationship between the determinants and Strategic Implementation in the Administration police service in Kenya. Leadership style, communication, organizational culture and stakeholder engagement had a positive and significant effect on Strategic Implementation in the Administration police service in Kenya.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter provides a summary of the findings from the analysis, the conclusions and the recommendations. This was done in line with the objectives of the study which were first to determine the effect of leadership style Strategic Implementation in the Administration police service in Kenya. Secondly to establish the effect of strategic communication on the strategic implementation in the Administration police service. Third to determine the effect of strategic organizational culture on the strategic implementation in the Administration police service. Lastly, to explore the effect of strategic stakeholders engagement influence on the strategic implementation in the Administration police service in Kenya.

5.2 Summary of Major Findings

This section contained the summary of the findings which was done per objective

5.2.1 Strategic Leadership Style

The first objective of the study was to determine the effect of leadership style on strategic implementation in the Administration police service in Kenya. Leadership style was found to be satisfactory in explaining strategic implementation. Further, results showed that leadership style is a good predictor of strategic implementation.

Correlation analysis revealed that leadership style was positively and significantly associated to strategic implementation. Regression of coefficient revealed that there was a positive and significant relationship between leadership style and strategic implementation. This means that an improvement in leadership style leads to an improvement in strategic implementation. The study adopted the alternative hypothesis that leadership style has a significant effect on strategic implementation in the Administration police service in Kenya.

5.2.2 Strategic Communication

The second objective of the study was to determine the effect of communication on strategic implementation in the Administration police service in Kenya. Communication was found to be satisfactory in explaining strategic implementation. Further, results showed that communication is a good predictor of strategic implementation.

Correlation analysis revealed that communication was positively and significantly associated to strategic implementation. Regression of coefficient revealed that there was a positive and significant relationship between communication and strategic implementation. This means that an improvement in communication leads to an improvement in strategic implementation. The study adopted the alternative hypothesis that communication has a significant effect on strategic implementation in the Administration police service in Kenya.

5.2.3 Strategic Organizational Culture

The third objective of the study was to determine the effect of organizational culture on strategic implementation in the Administration police service in Kenya. Organizational culture was found to be satisfactory in explaining strategic implementation. Further, results showed that organizational culture is a good predictor of strategic implementation.

Correlation analysis revealed that organizational culture was positively and significantly associated to strategic implementation. Regression of coefficient revealed that there was a positive and significant relationship between organizational culture and strategic implementation. This means that an improvement in organizational culture leads to an improvement in strategic implementation. The study adopted the alternative hypothesis that organizational culture has a significant effect on strategic implementation in the Administration police service in Kenya.

5.2.3 Strategic Stakeholder Engagement

The fourth objective of the study was to determine the effect of stakeholder engagement on strategic implementation in the Administration police service in Kenya. Stakeholder engagement was found to be satisfactory in explaining strategic implementation. Further, results showed that stakeholder engagement is a good predictor of strategic implementation.

Correlation analysis revealed that stakeholder engagement was positively and significantly associated to strategic implementation. Regression of coefficient revealed that there was a positive and significant relationship between stakeholder engagement and strategic implementation. This means that an improvement in stakeholder engagement leads to an improvement in strategic implementation. The study adopted the alternative hypothesis that stakeholder engagement has a significant effect on strategic implementation in the Administration police service in Kenya.

5.3 Conclusions

5.3.1 Strategic Leadership Style

Based on the findings, the study concluded that leadership style has a positive and significant effect on strategic implementation. The study established that there were robust framework that assisted in strategy implementation and developed proficient management systems that help in strategy implementation in the Administration police. There supervision on all strategy implementation practices which aided in strategy implementation in the various areas of work. There was also organization vision which guided strategy implementation. In order for an institution to achieve successful strategic implementation results during the rapidly changing society and increased public demands, the role of leadership is more crucial now a days since it needed for organizations and institutions to survive. The strategic leadership is eagerly needed for institutions, which is well capable to predict the essential alterations and strategies, in advance and create required commitment and highly suitable atmosphere for the administration police and teams to understand and adopt

these changes successfully. As leadership has a central role in evolution and cultivating an institution, the process of leadership style demands a very effective and highly competent leadership. This competent leadership should be well capable to perceive the most desirable shape of an institution. It should also address the issue of strategy implementation in most appropriate way as well as enable the organization to rapidly push through stressful, discomfoting and risky shifts in the institution system.

5.3.2 Strategic Communication

Based on the findings, the study concluded that communication has a positive and significant effect on strategic implementation. The study established that there were elaborate information chain of command in APS and communication was timely on all matters of strategies implementation. Further, there was well established relationship with the public and staff were well trained on use of communication channels. There was use of simple language in communicating on strategic matters and finally clear communication support systems in the APS. Communication is key to strategy implementation process; strategy must be communicated to all stakeholders before implementation. Administration leadership should on regular basis evaluate strategy progress and give feedback on time for corrective action to be made. Further, the study concludes that communication is essential in the strategy implementation as it facilitates performance of activities and tasks. From the findings, the study concludes that communication influences the strategy implementation in the administration police largely. Effective communication process should be an integral part of strategy implementation because it goes a long way to enhancing the realization of institutional goals.

5.3.3 Strategic Organizational Culture

Based on the findings, the study concluded that Organizational culture has a positive and significant effect on strategic implementation. The study concluded that there was embraced practices and behaviors that enable strategy execution and work was organized so that each person can see the relationship between his or her job and goals of the organization. Further there was a culture of rewarding best performance

which influenced strategy implementation. Lastly, there was a continuous empowerment of staff through skills. Organizational culture has the ability to shape organization's capacity for and receptiveness to change as well as the ability to shape the speed and efficiency with which things are done which has to do with the skills and competencies of the respective managers. Organizational culture was known to have an effect on management styles within an organization, further clarifying that organizational culture had the ability to shape the speed and efficiency with which things were done. Therefore, organizational strategy often requires changing the organization's culture and learning.

5.3.4 Strategic Stakeholder Engagement

Based on the findings, the study concluded that stakeholder engagement has a positive and significant effect on strategic implementation. The study concluded that the counties had achieved most of its set targets and there was harmonious working relations in the APS in as a result of strategy implementation. Lastly, there were minimal recorded complaints in the past 4 years as a result of strategy implementation. An institution should take into consideration the needs, interests and influences of peoples and groups who either impact on or may be impacted by its policies and operations. Therefore stakeholder-oriented policies are justifiable based upon the supposition that they do hold legitimate interests in the organizational activities that should be taken into consideration by administrators. Therefore administration police should consider the interest and the influence of these public during the development and implementation of its strategies. It is expected that in the present day open society, the role of the public in the implementation of the administration police will grow in importance due to public interest.

5.4 Recommendations

5.4.1 Recommendations for Management

The study recommends the administration police to focus on leadership style, communication, organizational culture and stakeholder engagement since they were found to have a positive and significant effect on the strategic implementation. This study noted that on leadership style, communication, organizational culture and stakeholder engagement contributed largely towards a strategic implementation. The study recommends that management should create an environment that connects employees to the organization's mission and that makes them feel comfortable and to reinforce the importance of focusing on strategy and vision, reward success. Develop some creative positive and negative consequences for achieving or not achieving the strategy. Both management and technology systems should be used to help track the progress of the plan and make it faster to adapt to changes.

Strategy leadership was significant effect on strategy Implementation in Administration Police service in Kenya. Thus, in order to remain relevant in serving the public, the management should strive to maximize on the determinants that influence strategy implementation at APS. This will assist in being stronger in what is exactly influencing their strategy implementation. The management should strive in training the staff at the APS in order to make them understand the intrigues of strategy and harness towards creation of a good rapport with the public in a bid to make strategy implementation achievable. Additionally, effective communication ensures that they receive information that is relevant to their needs and builds positive attitudes to the Administration police. The APs should therefore plan for communication and public relations strategy that enhances communication flow in the administration with the public.

Organization Culture was found to be significant in explaining strategy implementation at APS in Kenya. The study therefore recommends that the Kenyan Government should help in identifying leaders with the right expertise and experience in leading the APS in Kenya to execute their strategies effectively.. The Administration Police Service should ensure that their employees are well prepared

for change. This can be done through training of the employees to new business techniques, involving the employees in the preparation of business strategic plans. By doing so the managers will be able to manage employee expectations and hence reduce the culture of employee resistance to change which affects strategy execution. Managers should continue to encourage employee by recognizing and rewarding best performance. Best practices and behaviors' should be well adopted by the employees, as this will assist in strategy implementation. The culture of acceptance of divergent views and new ideas from the employees should be encouraged.

The Kenyan Government should also ensure that the policies and guidelines are put in place that can clearly guide who is to lead in the Administration Service. The managing staff at APS, with better leadership and management of staff and motivating the staff, must lead the staff in better performance of their jobs in line with strategies. This will allow them to relate the daily activities of personnel with business priorities in high levels.

Managers have to consider the many factors involved in a complex and dynamic situation before making decisions that implement actions that will influence the effectiveness, efficiency and ultimately the sustainability of their organizations. In order for an organization to achieve successful implementation results, the staff should empower and give authority to employees to make decisions that will enable an appropriate strategy implementation process.

5.4.2 Policy Recommendations

This study makes recommendations that have policy implications for decision makers among them the Administration police in Kenya. The study found out that leadership style has a positive effect on strategic implementation in the Administration police service in Kenya. Therefore, the researcher recommends that the Administration police should be flexibility and lead an initiative based on their leadership styles that enhance morale, creativity, and innovation and employee commitment.

The study found out that organization culture has a positive effect on strategic implementation in the Administration police service in Kenya. It is also recommended that the policy makers should come up with the policies that support the culture of involving all employees and stakeholders as part and parcel of the strategic implementation process. Strategy implementers should be an organization wide process and not the exclusive preserve of the strategy implementation specialists and upper management. The strategy leaders should have also created an environment that actually facilitates strategy implementation.

5.4.3 Academic Recommendations

The current study as contributes knowledge to the ongoing debate on determinants of strategic implementation and it has further advanced the existing literature on strategic implementation. The study recommends that the academicians, scholars and county executives should team up to develop theories on determinants of strategic implementation that will enhance the knowledge of strategic implementation in the developing world instead of relying more on theories from the western world. The government should work with the County Administration police to develop a curriculum that has a blend of theory and institutional practice with emphasis on strategic implementation practices.

5.4.4 Contribution of the Study to Theory and Knowledge

The study contributes to the body of knowledge in the following ways; the findings of the study will assist the administration police to embrace leadership styles, effective communication, organizational culture and stakeholder engagement as the study discovered that the stated factors contributes to strategic implementation. By undertaking the study, the strategic factors and strategic implementation outcomes was explored. This went a long way in adding past findings value and enabled users have information and a deeper understanding of the need for enhancing leadership styles, effective communication, organizational culture and stakeholder engagement so as to improve on strategic implementation . The study also offered a logical ground on which empirical indicators and hypotheses could be identified and tested to verify the theories. It contributed to the body of knowledge and to other

researchers, as they will be able to appreciate the effects of the stated factors, inspire similar and further research in other areas, and contribute to the existing literature on strategic implementation.

5.5 Areas for further research

The study sought to assess the determinants of strategic implementation. This called for the analysis of Kenya Administration Police only, thus area for further studies could consider other county governments for purpose of making improvements of the findings with those of the current study.

The study used only four variables that is leadership styles, effective communication, organizational culture and stakeholder engagement as the only variables that influences strategic implementation. Future studies can incorporate other variables like employee motivation practices for example employee recognition, compensation and promotion since they can influence strategic implementation.

The current study did not use neither a moderating nor an intervening variable. There are other factor that can affect by mediating or intervening that could be researched further for example government policies. Therefore, future studies can introduce a moderating or an intervening variable in their models.

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APPENDICES

Appendix I: Consent Form

Dear Participant,

I am **Ishaq Buya**, a PhD student of Business Administration at JKUAT. I am carrying out a study on the determinants of an effective strategy implementation in Administration police service in Kenya. This study is part of the requirements for the conferment of the above mentioned degree and informative in the agenda to improve the APS in Kenya. As an individual the benefit is minimal but as APS, the study will enable better understanding of implementation of strategies drawn and factors influencing it. Your voluntary participation in this study is greatly appreciated. As a participant, you are kindly requested to participate by completing the study tools under the guidance of researcher/ research assistant. Your identity will be concealed, privacy will be respected and any information you provide will be confidential and for purposes of research only. You shall not be exposed to any harm by participating in the study. Your participation is purely voluntary and you are free to withdraw at any point without any penalty. No extra cost will be incurred. Kindly read and understand the written consent form before signing. You are welcome to ask any questions or to seek any necessary clarifications before you sign the document using the contacts below.

Sincerely,

I voluntarily agree to participate in the research.

Signature.....Date.....

Principal researcher: Ishaq Buya (0720 443 954 or ishaqbuya@yahoo.com)

Appendix II: Questionnaire

SECTION I: DEMOGRAPHIC DETAILS

A. Which category of staff describes you? Tick [] as appropriate

Commander [] Supervisor [] Junior Officer [] Other Specify...

B. Please indicate the highest level of education you have ever attained

Code	Level of Education	Tick [<input type="checkbox"/>] as Appropriate
B.1	O level/ Form Four	
B.2	A level or Equivalent	
B.3	Diploma/ HND	
B.4	Bachelor's Degree	
B.5	Postgraduate/PhD	

C. How many years have you served the APS?

Code	Years of Service	Tick [<input type="checkbox"/>] as Appropriate
C.1	Less than 5 years	
C.2	6-10 years	
C.3	11-15 years	
C.4	16 - 20 years	
C.5	Over 20 years	

D. What are your main duties in the APS?

Code	Main Duties	Tick [√] as Appropriate
D.1	General duties	
D.2	Crime	
D.3	Investigations	
D.4	Personnel management	
D.5	Transport	

SECTION II: INFLUENCE OF STRATEGIC LEADERSHIP ON STRATEGY IMPLEMENTATION

F. What is your level of agreement with the following statements regarding strategic leadership and strategy implementation? By ticking (√) in the appropriate box, consider the extent you agree with each statement.						
Code	Strategic Leadership	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
F.1	We are committed to effective strategy implementation practices					
F.2	We have robust framework that assists in strategy implementation					
F.3	We have developed proficient management systems that help in strategy implementation					
F.4	We supervise all strategy implementation practices which helps in strategy implementation in our areas of work					

F.5	We adhere to the laid guidelines in appointment of our staff to leadership positions					
F.6	We have a clear organization vision which guides us in implementing our strategy					
F.7	We constantly empower middle level and junior officers to do what it takes to implement					
F.8	We have incorporated systems that supports strategy implementation					

SECTION III: INFLUENCE OF COMMUNICATION ON STRATEGY IMPLEMENTATION

G. What is your level of agreement with the following statements regarding strategic communication and strategy implementation? By ticking (√) in the appropriate box, consider the extent you agree with each statement.						
Code	Strategic Communication	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
G.1	We have a well elaborate information chain of command in APS					
G.2	We always communicate timely on all matters strategy					
G.3	We have established good relationship with the public					
G.4	Our staff are well trained on use of communication channels					
G.5	We use simple language in communicating strategy matters					
G.6	We have strategy communication support systems in the APS					

SECTION IV: INFLUENCE OF CULTURE ON STRATEGY IMPLEMENTATION

<p>H. What is your level of agreement with the following statements regarding organizational culture and strategy implementation? By ticking (√) in the appropriate box, consider to the extent you agree with each statement.</p>						
Code	Organization Culture	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
H.1	Our employees resist changes in the APS which hampers strategy implementation					
H.2	We have embraced practices and behaviours that enable strategy execution					
H.3	We have shared values that has an effect on strategy implementation					
H.4	Work is organized so that each person can see the relationship between his or her job and goals of the organization					
H.5	We have a culture of accepting divergent views from employees which affects strategy implementation					
H.6	We have a culture of rewarding best performance which has an effect on strategy implementation					
H.7	There is continuous empowerment of staff through skills					

SECTION V: INFLUENCE OF STAKEHOLDER INVOLVEMENT ON STRATEGY IMPLEMENTATION

I. What is your level of agreement with the following statements regarding stakeholder involvement and strategy implementation? By ticking (√) in the appropriate box, consider to the extent you agree with each statement.						
Code	Stakeholder Involvement	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
I.1	We involve other relevant stakeholders in the formulation of strategies hence assisting strategy implementation					
I.2	We involve relevant stakeholders in the implementation of strategies hence assisting in the success of strategy implementation					
I.3	We request for support from government agencies which helps in implementing our strategies at the APS					
I.4	We get support from the county government which helps in implementing our strategies at the APS					
I.5	We get support from the senior officers in the APS which helps in implementing our strategies					
I.6	We share responsibilities amongst the shareholders which helps in implementing our strategies					
I.7	There is continuous cooperation in matters on strategy at the APS which helps strategy execution in our county					

SECTION VI: STRATEGY IMPLEMENTATION

J. The following are indicators of successful strategy implementation in the APS in Kenya. To what extent do you consider these factors are important?						
Code	Strategy Implementation	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
J.1	Our County has achieved most of its set targets					
J.2	There is harmonious working relations in the APS in our County as a result of strategy implementation					
J.3	Strategy implementation has resulted in timely response by the APS to issues raised by the citizens in our County					
J.4	We have improved police morale/motivation in the APS in our County as a result of strategy implementation					
J.5	The citizens or members of the public are free to share issues with the police as a result of strategy implementation					
J.6	We have recorded minimal complaints in the past 4 years as a result of strategy implementation					

Appendix III: Study Area

