Determinants of strategy Implementation in the Ministry of Lands, Thika, Kiambu County Kenya

Jennifer Wangui Kamande
MBA Student
School of Business
Jomo Kenyatta University of Agriculture and Technology
Email address: kuiwangui.kamande@gmail.com

Bula Hannah Orwa PhD
Lecturer of Human Resource Management
Department of Business Administration
School of Business, Kenyatta University
Adjunct Lecturer Jomo Kenyatta University of Agriculture and Technology
Email address: bula.oh@yahoo.com

Abstract
Strategy implementation is one of the vital components of strategic management, it is important for effective management since it impacts every part of the organization's structure especially when change is introduced in the organization. To achieve the objective of the study, a case study was adopted in this particular case since not all the potential respondents of the study are knowledgeable about the determinants of strategy implementation facing the Lands Ministry. The study used primary data where the primary data was collected using a questionnaire. The population of the study was the Lands Ministry, Thika, and Kiambu County. The primary data was composed of the responses received from the employees from the various departments in the Ministry, (Land Registry, Survey Department, Physical Planning Department and Land and Settlement Departments). The data obtained from the questionnaire was analyzed quantitatively using descriptive and inferential statistics. The study concludes that resource planning affects strategy implementation and that almost all activities were addressed in the planned budget represented by the Ministry and that safe and healthy working condition for employees affect strategy implementation. The study also concludes top management commitment affects strategy implementation and that there was clear communication of responsibility and/or accountability for implementation decisions or actions. The study concludes that stakeholders' involvement affects strategy implementation and that the project value was communicated to the target beneficiaries. The study finally concludes that innovation affect strategy implementation, the organisation prefer to employ people who expand our range of experiences and perspectives than narrow specialists, that the ministry has a clear strategic vision that staffs know and share and that the ministry has a clear process for developing new ideas. The study recommends; the Ministry should ensure there adequate resources in terms of finances, man power, equipments and infrastructure so as to ensure that the strategy implementation process of the projects is well funded to prevent any delay in the implementation. Top management should facilitate strategy implementation of the projects and there should be and clearly communicate responsibility All stakeholders' should be involved in the implementation process of the projects through proper communication and there should be consistent review of roles and tasks for various stakeholders.

Key Terms: Strategy implementation, Ministry of Lands, Thika, Kiambu County

1.0 Background to the Study

Implementing strategies successfully is important for any organization, both in the public and private organizations. As opposed to largely financial performance in the private sector, the major task of managers in the public sector is to assure service delivery in their organizations (Chimhanzi, 2011). To this end, one of the concepts that has been developed and is very useful and important to management is strategy. Various leading management scholars and practitioners have underscored the importance of this concept. (Brenes, E.R, Mena, M. and Molina, G.E. 2007) define strategy as the determination of the basic long-term goals and objectives of an organization, and the adoption of courses of action and the allocation of resources necessary for carrying out these goals. Chandler considers strategy as a means of establishing the purpose of an organization by specifying its long-term goals and objectives, action plans and resource allocation patterns to achieve the set goals and objectives.

In most public organizations, strategy execution is a depressing failure (Dooley, R.S., Fryxell, G.E., and Judge, W.Q.2010). Floyd and Wooldridge (2010) concur that formulating strategy is challenging, but translating strategy into reality is often even more difficult. Less than 50% of formulated strategies get implemented. According to Dess and Priem (2011), great strategies are worth nothing if they cannot be implemented. Regularly cited as a top managers' priority, execution has emerged as the key to achieving superior organizational results. Strategy execution is important but difficult because implementation activities take a longer time frame than formulation requires involvement of more people and there's greater task complexity, and there's need for sequential and simultaneous thinking on part of implementation managers. In view of these factors, research into strategy implementation is also difficult because it entails the need to look at it over time; presents conceptual and methodological challenges as it involves multiple variables which interact with each other and show reciprocal causality (Judge and Stahl, 2012).

The Government of Kenya introduced Performance Contracting in the Public Service as one of the tools to improve service delivery. Since its introduction in 2004, the notion of strategy became prominent in the public sector, all focusing geared towards addressing the performance contracts. In the 2003-2007 Public Service Reforms, the Government started implementing the Economic Recovery Strategy (ERS) for Wealth and Employment Creation (Republic of Kenya, 2003). The ERS was based on the pillars of macro-economic stability, economic growth, strengthening the institutions of governance and rehabilitation of physical infrastructure as well as investment in human capital. The ERS also acknowledged the role of the Public Service as the key driver of the desired growth. The government proposed wide ranging Public Service Reforms in the Civil Service, Local Government and Public Enterprises (State Corporations). The reforms the government has initiated include rapid result initiative, performance contracting, Citizen Service delivery charter, transformational leadership value and ethics and institutional capacity building.

1.1 Statement of the Problem

The significance of strategy to an organization cannot be gainsaid. Arthur, Thompson, Strickland and Gamble (2005) points out that strategy encompasses how management intends to develop the business, how it will build a loyal clientele and out-compete its rivals, and how each functional piece of the organization will contribute to the total and how performance will be increased and sustained. Effective strategy implementation has become the aim of many organizations, despite this, while translating their grand plans into action; unacceptably high failure rates have been reported. However, literature has documented that many previous studies in strategy have focused on formulation and that very little has been done in the area of strategy implementation. Studies in this area have focused on problems in strategy implementation (Al-Ghamdi, 2008).

The transition from idea to reality or stated differently, the link between strategy and implementation is complex. The literature suggests that successful strategy implementation is difficult to achieve for six key reasons (Pateman, 2008). These includes continuing pressure from stakeholders for greater profitability, increased organizations' complexity, difficult challenge faced by executives , low levels of managers participation across all functions at an early stage of executing strategy, difficulty in securing the required resources to execute the strategy and executives know more about strategy formulation than strategy implementation (Hrebiniak, 2008). Public sector organizations worldwide are under pressure to increase efficiency while delivering improved and integrated services (Higgins, 2005). However, most of the more recent reforms, under the influence of the New Public Management (NPM), have been driven by a combination of economic, social, political and technological factors, which has triggered the quest for efficiency and for ways to cut the cost of delivering public services (Chemengich, 2013).

Proper implementation of strategies is a requirement for improved service delivery in a turbulent environment. A strategic plan for dealing with strategy implementation challenges serves as a long-term solution to this problem in most organizations. Reed & Buckley (1988) argue that implementation of strategy is a way in which a company creates the organizational arrangement that allows it to pursue its strategy most effectively. Okumus (2010) noted that despite the importance that strategy execution has, more research has been carried out into strategy formulation while few have been carried out with regard to strategy implementation.

Locally Kitutu (2009) did a study on strategy implementation at the Ministry of Roads in Kenya; he concluded that there exist various challenges to strategy implementation. Among the greatest challenges faced by the Ministry of Roads include resistance to change, unsupportive culture, poor compensation and lack of fit between strategy and structure. This study was too narrow and did not address the problem of this study which is the measures taken to counter the determinants in the ministry of land. Mwangi (2011) who did a case study on the effect of strategy implementation and performance in the Ministry of State for Development of Northern Kenya and other Arid Lands, he concluded that there was the need to attain a competitive advantage over other ministries dependent on strategy implementation and performance. Ateng (2007) carried a study in the Ministry of Finance and found out that lack of scheme of service seemed to have been the most challenging factor for the Ministry of Finance Strategic Plan Implementation.

Most of the previous studies were too broad and did not address the problem of this study which is to investigate the determinants of strategy implementation in the Ministry of Lands, Thika, Kiambu County. This study, therefore sought to investigate the determinants of strategy implementation in the Ministry of Lands, Thika, Kiambu County in order to fill the gap.

1.2 Research Objectives

i. To establish the influence of resource planning on strategy implementation at the Ministry of Lands in Thika, Kiambu County

ii. To examine the influence of top management commitment on strategy implementation at the Ministry of Lands in Thika, Kiambu County.

iii. To determine the influence of stakeholder involvement on strategy implementation at the Ministry of Lands in Thika, Kiambu County

iv. To investigate the influence of innovation on strategy implementation at the Ministry of Lands in Thika, Kiambu County

1.3 Scope of the Study

The geographical area to be covered in this study will be the Lands Ministry, Thika, Kiambu County. The study will be targeting the employees in the Lands Ministry.

1.4 Justification

The study may have theoretical value since it will add more knowledge on the theories. In addition, the study will offer insights as to the determinants of strategy implementation in the Land Ministry, Thika, Kiambu County. In practice, the citizens will benefit from improved services delivery that will result from better, more practical and feasible strategic plans developed by ministries in Kenya. The government will also use the findings to formulate future strategies in improving service deliveries in the national government in Kenya. The study will also serve as a point of reference to researchers interested in this area of study or other related topics. Besides they can use this study as a basis for further research by filling the gaps in this study. The study adds to the knowledge bank of students in strategic management and the entire academia

2.0 LITERATURE REVIEW

This study is guided by four theories which are the Schumpeterian theory of innovations that states that technological progress comes from innovations carried out by firms motivated by the pursuit of profit. Katz theory that states technical skills are thought of as the specific skills an individual needs to perform some specialized task. Resource based theory which suggested that firms match their resources, skills and expertise into core competences and distinctive competence to gain competitive advantage. Stakeholder theory which assumes that values are necessarily and explicitly a part of doing business and resource allocation theory that assumes resources are needed for the successful implementation of strategic plan and strategies.

2.1.1 Schumpeterian Theory on Innovations

Schumpeter’s (1934) theory of innovative profits emphasized the role of proper strategy implementation and the seeking out of opportunities for unique value and generating activities that would expand (and transform) the circular flow of income through risk taking, pro activity by the organizational leadership and innovation that aims at fostering identification of opportunities.

Schumpeterian growth theory goes beyond economist theory by distinguishing explicitly between organizational performances as far as strategy implementation is concerned to and innovation. It supposes that technological progress comes from innovations carried out by firms motivated by the pursuit of profit, and that it involves what Schumpeter called "creative destruction" (Schumpeter, 1934).

Endogenous growth theory challenges this neoclassical view by proposing channels through which the rate of technological progress, and hence the long-run rate of strategic implementation, can be influenced by economic factors. This begins from the observation that technology progress takes place through innovations, in form of new products, processes and markets, many of which are as a result of economic activities. For example, because many innovations result from R&D expenditures undertaken by profit-seeking firms, competition, education, taxes and organizational performance influences the rate of innovation by affecting the private benefits and costs of doing R&D (Dinopoulos & Thompson 1998).

2.1.2 Katz's Theory

In the article, *Skills of an effective administrator*, Katz (1955) wrote that what is important is not an executive's traits or personality characteristics, but what the executive can accomplish. More specifically, Katz argued that it is a set of core skills, which are employed by managers in pursuit of organizational objectives, that is important. Katz argued that what a manager can accomplish is based on the skills that the manager possesses. Katz proposed three categories of manager's skill, these being the technical skills, human skills and conceptual skills (Peterson & Van Fleet, 2004). Technical skills are defined as the understanding of, or proficiency in, specific activities which require the use of specialized tools, methods, processes, procedures, techniques, or knowledge.

Technical skills are the specific skills needed by individual to perform various specialized task. According to Katz (1955) technical skills primarily meant working with things and not people. Whereas this may be true, "things" must be interpreted very broadly when discussing managerial work. Analoui (1997, 1998) has extended technical skills to specific task-related managerial skills, but he still defines these specific task-related skills as Katz defined technical skills.

2.1.3 Resource Based View

According to RBV proponent Penrose (1959), provides a theory of effective management of firm's resources, productive opportunities, and diversification strategy. Specifically, Penrose provides an explanatory logic to resolve causal links among resources, capabilities, and competitive advantage, which contributes to a resource-based theory of competitive advantage. It provides at least three key arguments concerning linkages among firm's resources, productive opportunities, and profitable firm growth. First, Penrose maintains that firms can create economic value not due to simple possession of resources, but due to effective and innovative management of resources (Mahoney, 1995). Secondly, the theory provides fundamental links between the resources and the creation of productive opportunities for growth and innovation. Managers' experience with each other and other resources in the firm affects their image of the unique productive opportunities available for their firms. Managers function as a mechanical in the conversion of firm's resources into firm capabilities and new product applications. In the spirit of the vibrant capabilities, novel combinations of resources lead to economic value creation and innovation.

Thirdly, Penrose explains the drivers of the rate and direction of firm growth. The availability of top managerial and technical talent serves as the bottleneck for a firm's growth rate in a specified period. The underutilized resources and current knowledge base of the firm determines the direction of the firms' growth. He not only articulates why and how these drivers shape the rate and direction of growth, but also argues that ignorance of these limiting factors results in inefficiencies and loss of competitive advantage. Penrose provides a comprehensive explanation of the link between resource-based relatedness and firm-level performance. The choices that lead to an optimal growth pattern have direct consequences for economic rents.

According to RBV proponents Pitelis (2007), it is much more realistic to utilize external opportunities by using accessible resources in a new way rather than trying to gain new skills for each different opportunity. In RBV model, resources play a major role in helping companies to achieve higher organizational performance. These resources are in two types: tangible and intangible (Weyland, 2005).

Tangible assets are the physical things such as Land, buildings, machinery, equipment and capital. The physical resources can easily be bought in the market as they confer a little advantage to the companies in the long run because rivals can soon acquire the matching assets. Intangible assets are those assets that do not have physical presence but are still owned by the company (Barney, 1991).Brand reputation, trademarks, and intellectual property are examples of intangible assets. Unlike physical resources, brand reputation is built over a long time and it is something that cannot be bought from the market. Intangible resources usually stay within a company and are the main source of sustainable competitive advantage (Rothaermel, 2012)

2.1.4 Stakeholder Theory

Stakeholder theory begins with the assumption that values are essentially and explicitly a part of carrying out business operations. It seeks managers to articulate the shared sense of the value they create, and what brings its core stakeholders together. It also pushes managers to be clear about how they want to carry out business activities, specifically what kind of relationships they want and need to create with their stakeholders to enable them deliver on their purpose. Stakeholder theory is managerial, in that it reflects and directs how managers operate rather than primarily addressing management theorists and economists. The focus of stakeholder theory is articulated in two core questions (Freeman 1994). First, it asks, what is the purpose of the firm? This encourages managers to articulate the shared sense of the value they create, and what brings its core stakeholders together.

This propels the firm forward and allows it to generate outstanding performance, both in terms of its purpose and marketplace financial metrics. Second, stakeholder theory asks, what responsibility does management have to stakeholders? This pushes managers to articulate how they want to carry out business activities specifically, what kinds of relationships they want and need to create with their stakeholders to deliver on their purpose. Today's economic realities underline the essential reality we suggest is at the core of stakeholder theory: Economic value is created by people who voluntarily come together and cooperate to improve everyone's situation.

Managers must develop relationships, inspire their stakeholders, and create communities where everyone strives to give their best to deliver on the value the firm promises. Certainly shareholders are an important constituent and profits are a critical feature of this activity, but concern for profits is the result rather than the driver in the process of value creation (Collins, 2001). This theory states how all the stakeholders through their involvement can help in strategy implementation.

2.2 Empirical review

Understanding the effects of leadership commitment on organizational performance requires examining multiple levels of leadership simultaneously (Hunter, Bedell-Avers, & Mumford, 2007). Organizational performance in any organization should be related to the aggregate of leaders' effects at different hierarchical levels. Many of the previous leadership commitment studies have focused on the effectiveness of a single person (The CEO, a general manager, or supervisor), but leaders at different organizational levels are clearly important too. For example, Berson and Avolia (2004) argue that upper-level leaders' actions influence the ways lower level leaders translate and disseminate information about a new strategy. The mechanisms by which leaders provide meaning about critical elements in the work environment may influence this alignment. For example, one of the critical ways leaders' influences the performance of work groups is by providing a compelling direction for the group (Hackman & Wageman, 2005). Similarly, (Podolny, Khurana, and Hill-Popper 2005) argue that the roots of executive leadership commitment are in the creation of meaning within the organization. If these messages lack clarity and consistency across leaders at different levels they may reduce members' ability to understand the importance of and implement strategic initiatives (Cha & Edmondson, 2006). Thus, it is clear that leaders at different levels influence strategic initiatives and their implementation, how aggregate leadership influences organizational performance is not straight forward. For instance, a powerful senior leader may compensate for less effective leaders at lower levels. Alternatively, a less effective but highly aligned set of leaders across levels may successfully implement change. Or, an effective set of subordinate managers who do not support a strategic initiative may block change. Regardless of the effects of an individual leader, alignment or misalignment of leaders across hierarchical levels may enhance or detract from the successful implementation of a strategic initiative. Leadership commitment, and specifically strategic leadership commitment, is widely described as one of the key drivers of effective strategy implementation. However, a lack of leadership commitment, and specifically strategic leadership by the top management of the organization, has been identified as one of the major barriers to effective strategy implementation. Strategic leadership is defined as ―the leader‘s ability to anticipate, envision, and maintain flexibility and to empower others to create strategic change as necessary (Hitt, Ireland, & Hoskisson 2007). Strategic leadership commitment is multifunctional, involves managing through others, and helps organizations cope with change that seems to be increasing exponentially in today‘s globalised business environment. According to (Osborn, Hunt, & Jauch, 2002), it will serve no purpose to talk about things that need to change, while no effort is made by management to ensure that personnel understand and support the change. It is very important to think about implementation from the start as such thinking would generate some indication on how the plan will be operationalized. On the other hand, personnel might take it for granted that the way things are done currently, is the only best way and forget about any possible improvement that could be brought about by the change. By providing awareness amongst personnel would make them more comfortable with the process and see the necessity of the proposed change. At times personnel view the change as a once off event and get frustrated when the expected changes do not happen immediately. It is very important to let personnel see the change as a process, to assist them to embrace change for the benefit of the organization.

To many, resource planning as a key point of success for a project seems relatively straight forward. It may be straight forward but it is the most ready failure point on the majority of projects as it implies putting the right people in the right place at the right time with enough time to do the job the right way (Frimpong et al., 2008). The relationship between project planning aspect and the degree of success/failure in projects is quite controversial. Dvir *et al.* (2009) argue that a decent level of planning for a successful project is vital, there is an essential positive correlation between planning and success, if not negative all together.

Nigel and Slack (2010) also noted that another important matter that displays the role of technological innovation in implementing strategy is managers' need to reciprocal exchange of information. It means a system that transmits information up and downward. Management information system is one of instruments can collect and organize data for managers in order to do their tasks. In every information system, an executive information system has been recognized, which provides a fair possibility for planners and even for formulators. An organization‘s strategy should be compatible with the internal structure of the business and its policies, procedures, and resources. The corporate strategies must be compatible with its internal structure; otherwise implementation and performance are constrained. Therefore, the strategy implementation must be carefully monitored to ensure that the project is completed according to specifications, on schedule and within budget.

Stakeholder engagement is an integral consideration in any sustainable development agenda. Without engaging stakeholders, there can be no common enduring agreement, ownership or support for a particular project (Vickland, 2005). A venture is more likely to succeed, especially in the long-term, if it takes into consideration the environment in which it operates and endeavors to meet the needs of the stakeholders affected by it. Nothing kills projects faster than giving communities something they didn't ask for and then pretending they did (Cooke-Davies, and Arzymanow, 2003). This lack of stakeholder involvement causes a great deal of resentment among the intended beneficiaries and the projects are seen as something forced upon them by developers who only wanted to test out something (Slevin et al., 2004). Stakeholder engagement could be viewed as a form of risk management. Many projects, but not necessarily all, will need to engage with a wide range of stakeholder groups, each with their own concerns, needs, conflicts of interest and levels of influence (Khang, and Moe, 2008).

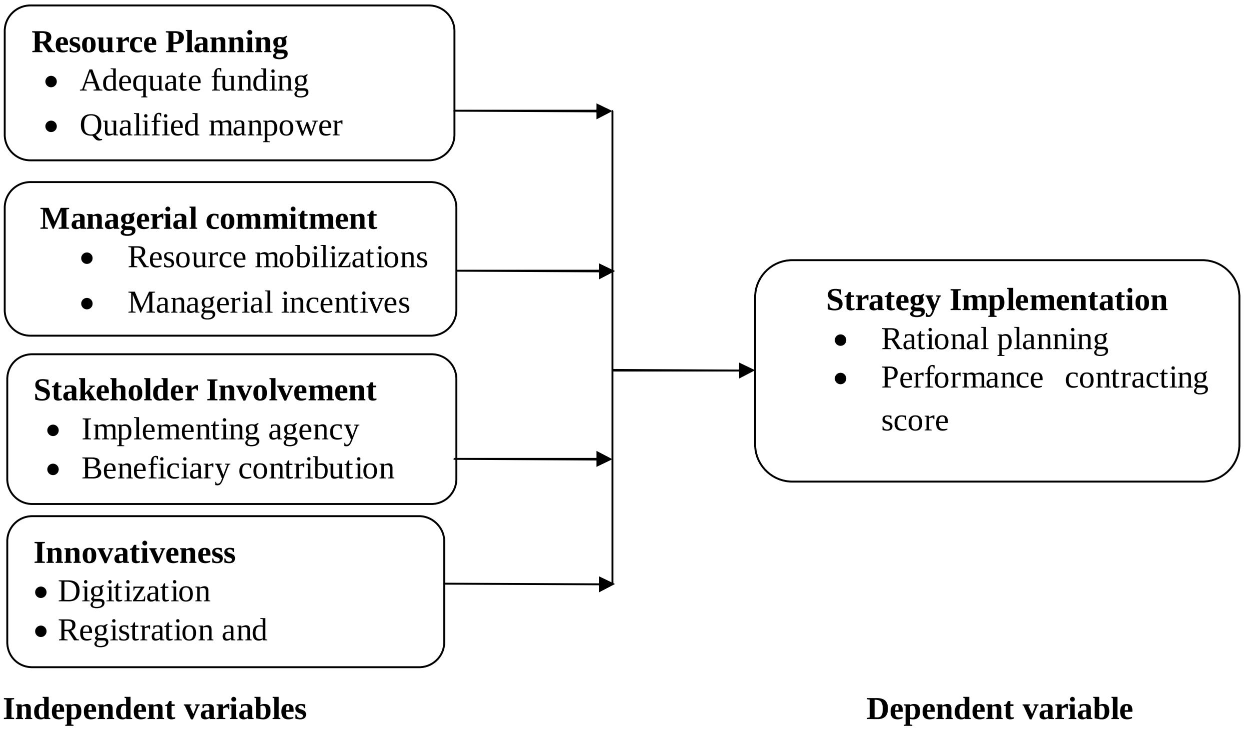

Figure 2.1: Conceptual framework

3.0 Research Methodology

The study used a descriptive survey research design in which the study aimed at investigating the strategy implementation in the ministry of lands, with reference to Thika, Kiambu County. The purpose of Descriptive Survey is basically to observe, describe and document aspects of a situation as they naturally occur hence the choice for the study. The fact that it is not concerned with characteristic of individuals as individuals but provides information about population variables made it the researchers preferred design. Descriptive survey is a process of collecting data in order to answer questions concerning the current status of the subject (Mugenda and Mugenda, 2003).

3.1 Research Instrument

This study used primary data. Primary data refers to that source of data collected directly from the original sources such as respondents or field; it is used due to its accuracy and control over error (Mugenda& Mugenda, 2003). The study used a questionnaire to collect primary data. The questionnaire had structured questions inform of likert questions and was divided into three the personal details of the respondents and the questions according to various study variables

4.0 Data Analysis

Data collected was quantitative in nature. Quantitative data was analysed by use of descriptive statistical tools which helped the researcher to describe the data and determine the extent used this included frequency distributions, tables, percentages, mean mode, median etc. Data analysis was done with the use of SPSS and Microsoft excel percentages, tabulations, means and other central tendencies. Tables were used to summarize responses for further analysis and facilitate comparison. This generated quantitative reports through tabulations, percentages, and measures of central tendency.

4.1Response Rate

From the table below, it’s clear that the study targeted a sample size of 40 respondents from which 33 filled in and returned the questionnaires making a response rate of 82.5%. This response rate was satisfactory to make conclusions on the determinants of strategy implementation in the Ministry of Lands. According to Mugenda and Mugenda (2003), a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. Based on the assertion, the response rate was considered to excellent.

Table 4.1: Response Rate

Respondents	Frequency	Percentage
Response	33	82.5
Non Response	7	17.5
Total	**40**	**100**

4.2 Influence of Resource Planning On Strategy Implementation

From the finding on the extent that resource planning affect strategy implementation, the study found that majority of the respondents as shown by 42.4% indicated that resource planning affect strategy implementation to a great extent, 27.3% indicated to a moderate extent, 21.2% indicated to a very great extent whereas 9.1% indicated to a little extent, none indicated to no extent at all. The above information shows that resource planning affect strategy implementation to a great extent. The findings were consistent with findings by Frimpong et al., (2008) who indicated resource planning as a key point of success for a project seems relatively straight forward. It may be straight forward but it is the most ready failure point on the majority of projects as it implies putting the right people in the right place at the right time with enough time to do the job the right way.

Table 4.2: Influence of Resource Planning On Strategy Implementation

Response	Frequency	Percentage
To a very great extent	7	21.2
To a great extent	14	42.4
To a moderate extent	9	27.3
To a little extent	3	9.1
Total	**33**	**100.0**

4.3 Influence of Top Management Commitment on Strategy Implementation

From the finding on the extent that top management commitment affect strategy implementation, the study found that majority of the respondents as shown by 39.4% indicated that top management commitment affect strategy implementation to a great extent, 27.3% indicated to a moderate extent, 18.2% indicated to a very great extent, 12.1% indicated to a little extent whereas 3% indicated to no extent at all. The above information shows top management commitment affect strategy implementation to a great extent. According to (Gary, 2006), leadership as the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to strategically accomplish shared objectives.

Table 4.3: Influence of Top Management Commitment on Strategy Implementation

Response	Frequency	Percentage
To a very great extent	6	18.2
To a great extent	13	39.4
To a moderate extent	9	27.3
To a little extent	4	12.1
To no extent	1	3.0
Total	33	100.0

4.4 Influence of Stakeholders Involvement on Strategy Implementation

From the finding on the extent that stakeholders involvement affect strategy implementation, the study found that majority of the respondents as shown by 39.4% indicated that stakeholders involvement affect strategy implementation to a great extent, 24.2% indicated to a very great extent, 21.2% indicated to a moderate extent, 12.1% indicated to a little extent whereas 3% indicated to no extent at all. The above information shows stakeholders' involvement affects strategy implementation to a great extent. The results were consistent with Vickland (2005) who indicated stakeholder engagement as an integral consideration in any sustainable development agenda. Without engaging stakeholders, there can be no common enduring agreement, ownership or support for a particular project. Many projects, but not necessarily all, will need to engage with a wide range of stakeholder groups, each with their own concerns, needs, conflicts of interest and levels of influence (Khang, and Moe, 2008).

Table 4.4: Extent that Stakeholders Involvement Affect Strategy Implementation

Response	Frequency	Percentage
To a very great extent	8	24.2
To a great extent	13	39.4
To a moderate extent	7	21.2
To a little extent	4	12.1
To no extent	1	3.0
Total	**33**	**100.0**

4.5 Influence of Innovation Effect on Strategy Implementation

From the finding on the extent that innovation affect strategy implementation, the study found that majority of the respondents as shown by 45.5% indicated that innovation affect strategy implementation to a great extent, 33.3% indicated to a very great extent, 18.2% indicated to a moderate extent whereas 3% indicated to a little extent, none indicated to no extent at all. The above information shows innovation affect strategy implementation to a great extent. The results are consistent with findings by Nigel and Slack (2010) also noted that another important matter that affect strategy implementation is technological innovation which is crucial in implementing strategy

Table 4.5: Extent that Innovation Affect Strategy Implementation

Response	Frequency	Percentage
To a very great extent	11	33.3
To a great extent	15	45.5
To a moderate extent	6	18.2
To a little extent	1	3.0
Total	**33**	**100.0**

4.6 Multiple Regression Analysis

R is the correlation coefficient which shows the relationship between the study variables, from the findings there was a strong positive relationship between the study variables as shown by R 0.868 at 5% significance level. The Adjusted R squared is coefficient of determination which tells us the variation in the dependent variable due to changes in the independent variable, from the findings in the table below the value of adjusted R squared was 0.719 an indication that there was variation of 72% on strategy implementation due to changes in resource planning, top management commitment, stakeholders involvement and innovation at 95% confidence interval.

Table 4.6: Coefficients Table

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.239	.340		3.644	.012
	Resource Planning	.676	.196	.626	3.449	.022
	Top Management Commitment	.425	.142	.552	2.992	.033
	Stakeholders Involvement	.597	.181	.562	3.298	.028
	Innovation	.846	.239	.962	3.540	.018

$Y = 1.239 + 0.676\ X_1 + 0.425\ X_2 + 0.597\ X_3 + 0.846\ X_4$

5.0 Summary

Resource planning was found to greatly affect strategy implementation. This was represented by 42.4%. The study found that the majority of the respondents agreed to a great extent that all activities were addressed in the planned budget represented by a mean of 3.76 and that safe and healthy working condition for employees affect strategy implementation represented by a mean of 3.45. The respondents agreed to a moderate extent that there was timely availing of project materials in the organisation, fund disbursement was timely represented by a mean of 3.18 and there was sufficient and qualified manpower represented by a mean of 3.15. The respondents also moderately agreed that there was timely availing of project equipment represented by a mean of 3.09; there was adequate training and simulation for key stakeholders represented by a mean of 3.03, there was timely processing of payment to contractors represented by a mean of 2.82 and that there was adequate funding for the project represented by a mean of 2.76.

The study found that majority of the respondents represented by 39.4% indicated that top management commitment affect strategy implementation to a great extent. Majority of the respondents agreed to a great extent that there is clear communication of responsibility and/or accountability for implementation decisions or actions represented by a mean of 3.79, strategy implementation in the ministry is supported by the existing power structure represented by a mean of 3.73 and the top management employs incentives to support implementation objectives represented by a mean of 3.64. The respondents also agreed to a great extent that there is adequate information sharing between organizational leaders and business units responsible for strategy implementation represented by a mean of 3.52. The respondents agreed to a moderate extent that there is a clear understanding of the role of organizational structure and design in the implementation process represented by a mean of 3.33. The respondents also moderately agreed that there is a feeling of ownership of a strategies or implementation plans among key leaders represented by a mean of 3.21; there is sufficient leadership mobilization of financial resources to implement strategies represented by a mean of 3.15 and that the top management employs guidelines and/or models to guide strategy implementation efforts represented by a mean of 2.91.

Stakeholders' involvement affects strategy implementation to a great extent as indicated by respondents represented by 39.4%. Majority of the respondents agreed to a great extent that the project value was communicated to the target beneficiaries represented by a mean of 3.70, stakeholders were involved in project design represented by a mean of 3.55, target beneficiaries input was assimilated into the project plan and that the stakeholder was informed of the project's progress at every stage represented by a mean of 3.52 and that there was consistent review of roles and tasks for various stakeholders represented by a mean of 3.45. The respondents agreed to a moderate extent that the set guidelines were followed during the handing over phase represented by a mean of 3.27, there were adequate feedback mechanisms in information flow represented by a mean of 3.00, there was adequate stakeholder consultation in decision making represented by a mean of 2.91, there was adequate support from all stakeholders in strategy implementation represented by a mean of 2.76 and that all stakeholders' interests were adequately met represented by a mean of 2.73.

Innovation affects strategy implementation to a great extent as indicated by respondents represented by 45.5%. Majority of the respondents agreed to a great extent that the organisation prefer to employ people who expand our range of experiences and perspectives, than narrow specialists represented by a mean of 3.88. The respondents also agreed to a great extent that the ministry has a clear strategic vision that staffs know and share represented by a mean of 3.67 and that the ministry has a clear process for developing new ideas represented by a mean of 3.58. The respondents agreed to a moderate extent that the people who are most knowledgeable about the task or challenge make most of the resource allocation decisions represented by a mean of 3.42, the ministry has achieved more innovations than other similar organizations in the last two years represented by a mean of 3.24 and the ministry publicly celebrates the learning and effort that go into innovations even when they fail represented by a mean of 3.12. The respondents also moderately agreed that at least 20% of staff have had a significant impact on developing or adopting an innovation in the last two years represented by a mean of 2.79. The respondents disagreed there is sufficient slack time for people to take time to think and explore ideas represented by a mean of 2.42 and it is easy to challenge the way things are normally done in the ministry represented by a mean of 2.33.

5.3 Conclusions

Top management commitment was found to greatly affect strategy implementation and that there was clear communication of responsibility and/or accountability for implementation decisions or actions, strategy implementation in the ministry was supported by the existing power structure, employment of incentives to support implementation objectives and that there was adequate information sharing between organizational leaders and business units responsible for strategy implementation. The Ministry should therefore ensure that there are adequate resources in terms of finances, man power, equipments and infrastructure so as to ensure that the strategy implementation process of the projects is well funded to prevent any delay in the implementation.

All stakeholders' that include the government officials and the donors should be involved in the implementation process of the projects through proper communication of the project value, project design and the stakeholders should be informed of the project's progress at every stage and there should be consistent review of roles and tasks for various stakeholders. This will ensure trust by the stakeholders who will continue funding the projects to ensure resource adequacy in the future.

The study finally concludes that innovation affect strategy implementation, the organization prefer to employ people who expand our range of experiences and perspectives than narrow specialists, that the ministry has a clear strategic vision that staffs know and share and that the ministry has a clear process for developing new ideas. Therefore the ministry should adopt recent technology to facilitate innovation which is useful in strategy implementation

The study recommends that a study should be done on the determinants of strategy implementation in other ministries in Kenya and compares the results. A study can also be done on the challenges facing strategy implementation in the ministries in Kenya.

References

Brenes, E.R., Mena., M. & Molina, G.E. (2007). Key success factors for strategy implementation in Latin America. Journal of Business Research, 1-9.

Cherop, K.E. (2012). Factors influencing implementation of reforms in the water sector in Mombasa County, Kenya, University of Nairobi.

Chimhanzi, J. (2011). The impact of marketing/HR interactions on marketing strategy implementation. European Journal of Marketing, 38, 73-98.

Dess, G.G., & Priem, R.L. (2011). Consensus-Performance Research: Theoretical and Empirical Extensions. Journal of Management Studies, 32, 401-417.

Dooley, R.S., Fryxell, G.E., & Judge, W.Q. (2010). Belaboring the Not-So-Obvious: Consensus, Commitment, and Strategy Implementation Speed and Success. Journal of Management, 26, 1237–1257.

Freeman, R. E. (2010). Strategic management: a stakeholder approach. ed. Cambridge, Cambridge University Press.

Floyd, S.W., & Wooldridge, B. (2010). Managing Strategic Consensus: The Foundation of Effective Implementation. Academy of Management Executive, 6, 27-39.

Higgins, J.M. (2005). The Eight „S"s of Successful Strategy Execution. Journal of Change Management, 5, 3–13.

Hrebiniak, L.G., (2006).Obstacles to effective Strategy Implementation, Organizational Dynamics,35,12-31

Judge, W.Q., & Stahl, M.J. (2012). Middle-Manager Effort in Strategy Implementation: a Multinational Perspective. International Business Review, 4, 91-111.

Katz, R.L. (1974). Skills of an effective administrator, Harvard Business Review. 90-102

Kitutu,M.(2009).Challenges of strategy implementation at the ministry of roads and public works in Kenya, Unpublished MBA,University of Nairobi.

Mahoney, J. T. (1995). 'The management of resources and the resource of management'. Journal ofBusiness Research,33,2,91–101.

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

Mwangi, L. (2014).Contacts Of Ministry of Lands, Housing And Urban Development Offices In Kenya, Retrieved from, http://www.zakenya.com/office/contacts-of-ministry-of-lands-housing-and-urban-development-offices-in-kenya.html

Penrose, E. T. (1959). The Theory of the Growth of the Firm. New York: John Wiley.

Schumpeter, Joseph A., 1949. Theory of Economic Development, Harvard University Press: Cambridge, Massachusetts