

**CHALLENGES OF STRATEGY IMPLEMENTATION IN THE NATIONAL
GOVERNMENT MINISTRIES IN KENYA**

BY

KAINO JOEL KIPKOSGEI

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DECLARATION

I hereby declare that this project is my original work and has not been presented for a degree at any other university. All materials obtained herein from other sources are duly acknowledged.

Signature:

Date:

KAINO JOEL KIPKOSGEI

D61/77421/2015

This research project has been submitted for examination with my approval as the candidate's University Supervisor.

Signature.....

Date.....

PROF. EVANS AOSA

DEPARTMENT OF BUSINESS ADMINISTRATION

SCHOOL OF BUSINESS

UNIVERSITY OF NAIROBI

DEDICATION

I dedicate this work to my family for their moral support towards my education and specifically my daughter Janice Jerotich and my wife Mary.

ACKNOWLEDGEMENT

I wish to express my sincere thanks to the Almighty God for giving me good health and the strength and determination to undertake this research project. Secondly, I would like to give a special thanks to my supervisor, Prof. Evans Aosa, for professional guidance during the study of the project. Thirdly, let me also take this special opportunity to sincerely thank my Employer –Ministry of East Africa Community, Labour & Social Protection and the Department of Children Service as a whole for giving me the opportunity to pursue my master’s program at the University of Nairobi. Lastly, I offer my regards and blessings to my colleagues who we offered each other moral support and comparative consultation during the research process and all of those who supported me in any way during the time of my studies.

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ABBREVIATIONS AND ACRONYMS

CEO: Chief Executive Officer

DPSM: Directorate of Public Service Management

ERS: Economic Recovery Strategy

GoK: Government of Kenya

LGMA: Local Government Modernization Agenda

NACOSTI: National Commission for Science, Technology and Innovation

RBV: Resource-Based View

RDТ: Resource dependence Theory

SPSS: Statistical Package for the Social Science

UON: University of Nairobi

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ABSTRACT

A number of organizations undergo challenges in implementing strategies in order to achieve a particular level of performance standards. The challenges have been encountered by many organizations irrespective of their levels of experience in the areas in which they operate. The study aimed at determining the challenges of strategy implementation in National Government Ministries in Kenya. The study is important to policy makers; the results of this study would be beneficial to strategic management body in various ministries in formulating policies that govern strategy implementation in the ministries. To the academicians the study contributes to the body of knowledge which benefits scholars and researchers and simulate further research in this field of strategy implementation. The study was guided by the following theories; Institutional theory, Resource-Based View Theory, Stakeholders Theory and Bourgeois & Brodwin's Five Models of Strategy. The study adopted a cross-sectional survey in analyzing challenges of strategy implementation in Government Ministries in Kenya. A survey was deemed to be appropriate for this study because it brought out the unique challenges that impact strategy implementation. This study targeted three senior administrator respondents in every ministry or equivalent for various ministries. The study used census method and focused on all 20 National Government Ministries in Kenya. A census is a form of study that analyzes every unit, all individuals and every aspect of the unit being studied. It is referred to as a complete enumeration, which means a complete count. Primary data was obtained by the use of a structured questionnaire. The respondents were provided with the questionnaires by manual delivery at their respective ministries. The questionnaire was designed in a more uniform manner so that responses could provide answers to similar questions. The data collected was analyzed using descriptive. Descriptive statistics is a technique used in presenting and organizing data these include: tabulation, diagrams, graphs and certain numerical procedures all which aim at summarizing the material in a form which display its distinctive features that aid analysis. The study found that strategy implementation process in national government ministries in Kenya is faced with numerous challenges including, poor organizational structure, in adequate financial time and human resources, bureaucracy in organizational structure and culture. Strategy formulation process forms the direction and foundation for smooth implementation of organizations strategic plan. Strong culture promoted the implementation of strategic plan in movement resource allocation is a central management activity that allows for smooth strategy execution in national government ministries. The study recommends that government ministries should formulate clear strategic plan that provides vision and mission, identifies the ministries external opportunities and threats, determines internal strengths and weaknesses, and establishes long-term objectives to follow. Most of the respondents were very busy due to the fact that they were senior managers in charge of planning of the ministry and therefore were not in a position to provide all the necessary information. The study encountered unwillingness by respondents to reveal information which was considered as confidential. Some respondents who were given questionnaires did not stick to the dates for handing over of questionnaires, which delayed the data collection part of the research. The study proposed that similar study should be carried out on exploring the relationship between organizational policies and strategy implementation process.

CHAPTER ONE: INTRODUCTION

1.1 Background of the study

The implementation process of organizational strategies and plans into actions necessary to realize enhanced performance in the business still poses a great challenge for most organization even though most of these organizations have been major players in their various industries and benefits from their accrued experience. Hax (2009) cites that it's a common mistake in most organizations to overlook motivating their employees to put in their best efforts at work to meet the overall organizational objective, Martin (2010) further states that in many big organization, the process of converting theoretical strategies into actionable plans able to effectively implement and sustain the strategies is still a big hurdle that they struggle with.

In order for the organizational strategies to be implemented and achieve the desirable level of success, there are various factors that should be put into consideration. According to Chetty,(2010) these are six factors namely; one acquiring the commitment of the top executive, getting all employees/departments engaged in the strategy implementation, effectively and clearly communicating the strategy, establish the flow of accountabilities, the ability to monitor and evaluate strategy implementation progress, and lastly identifying best suitable individuals for driving the key initiatives. In ensuring that the organizations resources are properly channeled towards the right initiatives and used properly in the firms operations, strategic management becomes very crucial in gearing the firm towards long-term performance success to enable it remain relevant and attain a competitive advantage in the ever changing business environment. Putting into

consideration the fact that the business environment is ever evolving with numerous entrants into the market all aiming for the same market thereby increasing competition and making it a hard task for firms to take advantage of the few available business opportunities out there, it's therefore very crucial to implement competitive strategies. Bennet (2011).

This study is anchored on institutional theory, resource-based view theory, stakeholder's theory and Bourgeois & Brodwin's five models of strategy. Institutional theory strongly influences the development of formal structures in an organization hence affecting strategy implementation, often more profoundly than market pressures (Dincer, 2006). The significance of the resource based view in this study is that it brings out strategic management of resources which affects strategy implementation. The Stakeholder's theory states that all individuals involve in strategy implementation of an organization have personal ulterior motives seeking personal benefits, and that the interest of all strategy implementation legitimate stakeholders. This is why this theory is crucial to our study. Strategy implementation can be grouped into five models which according to Bourgeois and Brodwin (1984) is a true representation of an upward move towards sophisticated strategy implementation thinking and a rough order in the field.

In Kenya, the government is concerned about the worrying performance consistent in numerous ministries because of unreliable and untimely strategy implementation. The Accountant General Department at the Treasury conducted a review on the Role of Audits and on accounting systems which brought into light the various managerial weaknesses by over and poor strategy implementation (Koske, 2013). The review core area majorly relied on the relevance of coming up with a strategic implementation

initiative that would enhanced the managerial systems in various government ministries in Kenya; focusing on the relevant skills present in the governmental financial operational units as well as the capacity of these units . This review also focused on how the improvement of financial information timeliness could provide a structure for enhancing the expenditure control in the budget.

1.1.1 Concept of Strategy

As stated by Glueck (2007), strategy is defined as the cohesive, broad/far-reaching and consolidated plan that seeks to find out the relationship between the environmental challenges faced by the firm and its strategic advantage and its aim is to ensure that the strategy implementation process bring about the realization of the basic objectives of the firm. The concept of strategy has grown in importance among those studying management and also those who carry out managerial practices since 1950s. The significance of strategy concept has been underscored by various leading management scholars and practitioners.

Glueck (2007), states that in situation where there is no concept strategy in place, this is equivalent to having no ideas to follow through or plans to guide the firms in achieving their overall objectives. This is to say that strategy is well laid out plan to guide management in their operations in the business. Strategy provides direction on how objectives will be achieved. Objectives are the ultimate results expected or aimed at while strategy is a road map for achieving the established objectives. In other word strategy is simply a tool used by management to help them realize the set out strategic objectives or aims. Strategies go first through planning then implementation processes.

Different writers have defined the concept of strategic planning from several points of view. Christensen and Donovan (2010), defines strategic planning as a long-term planning with a specified time period of 3-5 years. Bennet (2011), on the other hand implies that strategic planning focuses on the establishment of the similarities between the organizational resources capabilities and the environmental threats presents .In his definition, Newman (2008), view strategic planning as the optimum level of decision making with regards to the firms objectives and mission in order to realize long range benefits and stability for the organization

1.1.2 Strategy Implementation

According to Johnson and Scholes (2010), all the activities carried out in the organization and intended to run or control the actual engineering of the strategic plan is called strategy implementation. it is a general understanding that the process of implementing strategy is unarguably the most complicated as it involves a lot of time consuming initiatives to oversee. In most cases a very promising and seemingly successful strategy in place doesn't necessarily translate into a successful strategy implementation as this two requires unique and distinct actions. According to Newman (2008), a large part of time of manager is devoted to execution, i.e. detailed programming, motivation and controlling. Difficulty in strategy implementation is partly occasioned by obstacles or impediments to the implementation process.

Hrebainik (2009), observes that these difficulties arise in various stages and areas mainly because it requires long period of time to be executed, each implementation stage involves various individuals coming aboard who their ideologies and understanding may be different and sometimes conflicting, there may be inadequacy in sharing information

to all legitimate strategy stakeholders involved and lack of proper knowledge of the firms power hierarchy, conflicts among the organizational top executives, difficulty to foresee and manage environmental changes appropriately and lastly lack of proper accountability responsibility distribution among the implementation team

Wessel (2008), cited that in strategy implementation the barriers maybe the presence of numerous and/or confliction priorities, inability for the top management to offer adequate support to the projects, poor communication from the top management to the individuals on the ground working on implementation initiatives, the structure of the organization may pose a problem as well if individuals do not understand it or if it does not align with the strategy to be implemented. in most cases those firms looking into developing new organizational skills and capacity were unsuccessful as a result of these setbacks because of lack of competence, co-ordination, and commitment.

The laid out strategies could be implemented as they are intended only if three conditions are met. (Christensen & Donovan, 2010) First, all the stakeholders of the organization should be assisted in understanding the management strategy in place. Second, because the organizational intend to work together as one to achieve the intended goal, the top management needs to ensure that the strategy is comprehended in a similar manner as they do. Finally, outside influence is it political, social, cultural or technological must be controlled to ensure they do not negatively influence the strategy implementation process.

1.1.3 Challenges of Strategy Implementation

According to Hrebainik (2009), in management, strategy implementation is gaining significance importance because it is one major challenge that all corporations have in common I present times. Hussey (2010), identified strategy formulation, organizational culture, and resource allocation as major obstacles to strategy implementation, others are ineffective coordination of engineering activities, inadequate employee capabilities, lower level employee not given adequate training on implementation, other levels of management unable to give full support and lastly most times there are no specified responsibilities assigned to individuals and if any they are not adequate.

According to Cocks (2010), if at its strategy implementation process the organization fails to communicate to the relevant stakeholders in strategy implementation its current position and future strategies put in place and if these communication is not received by the targeted party and is rejected by some or all, this will created a leeway for failure leading to unsuccessful implementation it is therefore crucial that clear communication be made to reduce the challenges of the implementation. A study conducted by Nutt (2009), looking at the strategic decisions of various organizations in Canada and USA observed that the strategy implementations problems were the major reasons why there resulted failure in the implementation of the strategic decisions in half of the organizations where research was conducted.

The main challenges of strategy implementation as cited by Dincer (2006), included; consumption of longer time period than projected, unforeseen challenges arising, poor coordination among employees and activities, insufficient preparation, environmental factors, employee turnover majorly the key individuals connected to the program leaving the organization, lack of effective leadership, lack of commitment from stakeholders, failure to understand progress, lack of clear objectives, lack employee commitment, and handling conflicting priorities.

1.1.4 National Government Ministries in Kenya

Formally the National Government of Kenya is the Government of the Republic of Kenya comprising of 47 Counties. These counties have their own partially autonomous governments and where the National government formulated strategies and policies are auctioned by the various ministries. According to the national constitution of Kenya, the various ministries should not exceed 22 and should also not be below 14. It is composed of 20 ministries under the current government, these ministries are managed by the Cabinet secretaries nominated the president of Kenya and vetted by parliament before president appoints them. In Kenya there are three arms of government in the National government where each arm is exclusively independent of each other and they each play unique and distinct roles as spelled out in the constitution of Kenya. These arms are the Judiciary, the legislature and the executives

Currently however in the devolved government, the structure is such that there is the National government and the County government each holding some amounts of power at each level. (Makau, 2014). This is important for the various counties in the country to exercise some level of autonomy as opposed to the central government of the past which

had eight provinces under it. The purpose of strategy implementation in national government in Kenya is to provide a roadmap for facilitating these activities and restructuring governmental bodies in the appropriate direction toward the achievements of the intended goal of its initiatives in the various ministries in Kenya. The adoption of the appropriate strategies ensures that the states and the National Government acquire the expertise and the innovative skills of the public to create new public goods act and community information resources (Makau, 2014).

The government requires that all ministries, counties and state corporations to develop a five-year strategic plan, annual work plans and budgets. For these plans to be successful strategy implementation must be in place. In Kenya, public sector performance contracting is negotiated performance agreement freely conducted between the Kenyan government and the associated relevant ministry, Agency or the Department which specifies clearly the motives, responsibilities and obligations of the two parties involved in the contract (Kobia & Mohammed, 2006). The introduction performance agreement or the performance contract is that we have seen service delivery improve, better and efficient utilization of resources and the adoption of performance oriented culture in public services.

1.2 Research Problem

In the present environment of a number of dramatic changes in different parts of the world, strategy implementation constitutes an important but they are not valuable if they are developed but not implemented. The development and implementation of a strategy is the best approach towards management of a business enterprise. Strategies are not valuable if they are developed and not implemented. Crafting and executing strategy is

the heart and soul of managing business enterprise. Kaplan and Norton (2008), assert that when the development of strategies are completed, they have to be implemented otherwise it is not possible to achieve the expected outcome if they are not implemented. Inadequate planning and communication is a major obstacle to successful implementation of strategies.

In Kenya, government ministries strategy implementations has been practiced since independence, yet in various ministries are still lagged behind in terms of development and service delivery (Opiyo, 2010). As a result, the Kenyan government has initiated reforms focusing on improving the performance of the government ministries in Kenya by introduction of the strategic management and implementation which is according to the objectives of Vision 2030 and Economic Recovery Strategy (ERS).

As Martin (2010), noted that most ministries in Kenya best-developed strategies do not contribute to an effective outcome of the ministry due to lack of effective implementation approaches. There exist a number of studies have been done on the strategy implementation in various organizations. McAdam, Walker and Hazlett (2011), investigated the association between strategy implementation and activities in local government enhancement approaches under the management of the Local Government Modernization Agenda (LGMA) in Great Britain. It was established that there exists the impacts of emerging legislations on the performance and management of strategic functions within the organization.

Ruth (2013), studied challenges of strategy implementation at Mazars Kenya, the results indicated that the industry forces especially competition, changes in economic conditions greatly influence strategy implementation in Mazars Kenya. Further results indicated that employees and managers were fully involved in strategy implementation. Similarly, Teresa (2013) focused on strategic plan implementation in non-governmental organizations in Kenya. The outcomes illustrate that when operational strategies are aligned with resources, it is possible to enhance operational effectiveness.

A study by Ochieng (2008), on the factors that were considered important for the successful implementation of information systems as a strategy in commercial banks found that resource allocation was the main determinant. On the other hand Oanda (2013), investigated challenges of strategy implementation in Private Security Companies in Kenya, and found out that the most frequent challenges in strategy implementation among the Kenyan private security firms studied were; the implementation of strategy took more time than originally allocated; there was poor and improper communication especially in the various units of the organization and lower level employees lacked skills and capabilities for executing strategy due to inadequate training.

There have been little efforts to address the challenges experienced in the implementation of strategies in National Government Ministries in Kenya.

What are the challenges of strategy implementation in National Government Ministries in Kenya?

1.3 Research Objective

The study was conducted with the following objective: to determine the challenges of strategy implementation in National Government Ministries in Kenya.

1.4 Value of the Study

To the policy makers, the findings of this study would be important to strategic management body in various ministries in formulating policies that govern strategy implementation in the ministries. Many a time, good and well developed strategies failed simply because of implementation challenges. This study would help shade light on the roles of different stakeholders in strategy implementation and how synergy could be built to ensure successful strategy implementation.

To the management of the ministries in Kenya the study would be important to all ministries in Kenya since it helps them to know the challenges of strategy realization and solutions applicable to overcome them. It could also help potential investors in areas related to the ministries in getting useful information on the challenges faced in this public sector and critical success factors in strategy implement

To the academicians the study will provide additional knowledge on methods of implementing strategies in ministries as well as benefit scholars and researchers and simulate further research in this area of strategy implementation. The study contributes to the existing published information in literature in the field of strategy implementation at the various ministries in Kenya. It will also constitute a stimulus for future studies on the role of strategy in achieving effectiveness in ministries in Kenya.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter provides an evaluation of the related literature on challenges of strategy implementation as conducted by different researchers, scholars, analysts and writers. The chapter also provides the theories underpinning the study.

2.2 Theoretical Foundation

This part of the paper provides an examination of various theories that have been used to provide an insight on the challenges of strategy implementation. The study was guided by the following theories; Institutional theory, Resource-Based View Theory, Stakeholders Theory and Bourgeois & Brodwin's Five Models of Strategy

2.2.1 Institutional Theory

Institutional theory was formulated by Scott (1995), in his work on institutions and organizations. There is a high acceptance of institutional theory in explaining the isomorphism, myths, and legitimacies of the existing social structures. It explains the processes through which rules, norms, routines, and structures become established as a determining factor for social behavior (Scott, 2004). It examines the manner in which these elements are developed, implemented over a span of time, and the manner in which they decline due to disuse. While the main subject is stability and social order, it is recommended that students have to study both the consensus and areas of non-conformity in social structures.

The basic ideas of institutional theory strategy are important in the analysis of the organization-environment associations (McAdam & Scott, 2009). The environment can be described as different areas of operational activities in an organization such as professional norms, public opinions, social policies, and governmental organizations. This is because most organizations have the dependence on external resources as in order to adapt to changes encountered in their activities (McAdam & Scott, 2009).

The theory is relevant to the study since institutional environment can strongly influence the strategy implementation in an institution more often compared with market factors. When innovative structures reach a particular level in an organization, their adoption is inevitable because any organization that does not implement them will be regarded as negligent. The institutional process has an impact on both introduction stages of implementation of a policy and when employees assign values to the new practices (Kostova (2008).

2.2.2 Resource-Based View Theory

The resource-based view (RBV) as explained by Wernerfelt (1984), states that it is possible to achieve competitiveness by ensuring superior services are delivered to customers. The main emphasis of the extant literature is the strategic understanding of the manner in which resources are used to achieve a competitive advantage in an organization, (Borg & Gall, 2009). According to the perspectives of international business theorists, the success and failure of organizations in different environments can be achieved by understanding the competitiveness in their environments of operations and their alliance formation strategies in the emerging markets.

Local insight provided by the local alliance constitutes a significant factor in conceptualizing value according to the local demands (Gupta et al., 2011). Resource-based theory is based on the view that resources constitute inputs into production activities of an organization and can be categorized into physical, human, capital, and organizational resources. A capability is a state where a set of resources have the ability to perform a particular task or function (Currie, 2009). Each organization is composed of a number of unique resources and capabilities that are important in achieving a particular return. In the 21st century competitive environment, an organization is composed of a number of improving capabilities under dynamic management for the purpose of achieving above-average outcomes.

Consequently, different organizations across time are motivated by particular resources and capabilities instead of structures within industries (Currie, 2009). The focus of the theory is to explain the impacts of commitment of the management on implementation of strategy in the National Government Ministries in Kenya. The significance of the resource-based view (RBV) in this study is that it brings out strategic management of resources which affects strategy implementation in National Government Ministries in Kenya. Resources in Government Ministries constitute physical, technological, commercial, finances, products, and human resource factors during the performance of particular function. The main areas into which they are classified include: knowledge of employees, experience and skills, employee reputation, and procedures within an organization (Cocks, 2010).

2.2.3 Stakeholders Theory

Stakeholder's theory was developed by Edward Freeman (1984), as an area of specialization in the book *Strategic Management*. The objective of stakeholder theory in management of organizations and ethics is that it focuses on moral values that organizations need to improve on. The objective of a stakeholder theory is that it explains the models which can be used by the managements of organizations and agencies to address their specific interests. Its main objective is to address the principle of what counts most.

According to Charles (2003), stakeholder theory is associated with the tendency to assume that the needs of stakeholders can be compromised to achieve a particular strategic function. He states that this is a component of its focus on negotiation and the main procedure followed during the management of conflicts that effect stakeholders. It is suggested that conversation rather than 'patriotic' concepts application in organizations as a more effective theory compared with the stakeholder theory. a study conducted by Mansell (2013), states that the application of political concept of 'Social contract' in the activities of corporations, stakeholders theory does not provide an accurate description of the principles that explain the state of market economy. It has also been criticized for not incorporating some groups due to lack of economic impact but now represent them due to anthropometric attributes.

The theory is important to the study because it shows that every organizational official that participates in strategy implementation of an agency, do so in order to obtain benefits, but it does not explain the actual interests of legitimate stakeholders such as the top management and the subordinates (Mansell 2013). He further argues that, while

stakeholder theory is effective in providing an insight on strategy implementation, it is mainly normative. Stakeholders in National Government Ministries in Kenya are described in terms of their objectives, goals and missions and all stakeholder interests are universally attributed to be of high significance. Stakeholder Theory is relevant in achieving managerial objectives and can be used to recommend attitudes, structures, and practices in National Government Ministries in Kenya and requires the need to implement simultaneous solutions to address the needs, objectives, and goals of the legitimate management or entities that are involved in implementing a particular strategy.

2.2.4 Bourgeois & Brodwin's five Models of Strategy

The article by Chetty (2010), states that Bourgeois and Brodwin (1984), developed a strategy of categorizing strategy implementation into a number of models which they attributed to be relevant in explaining the increase in sophistication of strategy implementation. Using a commander model, the role of the manager includes: performing a strategic analysis, making strategic decisions, representing other managers and asking them to implement the decisions and waiting to establish the outcomes. In this structure, the general manager plays an important role in enabling access to a significant part of the information, and is protected from personal biases and political opinions. The framework also divides an organization into thinkers and doers.

During the implementation of a change model, when strategic decisions have been made, the general manager develops a plan of the organizational structure, changes in personnel characteristics, information management frameworks, and methods of adapting techniques to enable the implementation of the strategy. The collaborative model is important in enabling the participation of the management in decision making processes.

The general manager performs the role of employing group dynamics and techniques of brainstorming to seek the views of other managers to incorporate them into strategy process. Cultural models are composed of participative factors that lower the ability of an organization to achieve its strategic objectives. The general manager provides communication to other members of an organization regarding the need to improve participation in the development of work procedures that complies with the vision and mission of the institution. The Crescive framework is implemented from the bottom of the organization rather than downward from top. The role of the general manager is to define the purposes of an organization and to motivate innovation during the implementation of projects that are brought to his attention.

The theory is relevant to the study since it brings out a general observation of frameworks for strategy implementation is that the component of the strategy that is usually not implemented in the framework. This is in line with a number of studies that have been conducted on implementation. The main view in the implementation of strategy is that formulation is viewed as a different activity from actual implementation. On the other hand, it is accepted that formulation of a strategy and implementation are related activities.

2.3 Challenges of Strategy Implementation

There are a number of challenges encountered during implementation due to the ambiguity of the process and is mostly associated with the involvement of a number of departments in the organization (Schofield, 2004). This complexity is partly contributed by the social and political factors when it is implemented, which need to be accounted for. There are many organizational characteristics, which act to constrain strategy implementation. Some of the challenges include: Strategy formulation, organizational culture, organizational structure and resource allocation.

2.3.1 Strategy Formulation

Formulation of strategy constitutes an important factor in the achievement of the desired change in an organization because if the right strategy is not developed, there are little chances that success can be achieved. During strategy formulation the management of an organization performs an evaluation of its present internal activities and determines areas that need to be improved. It also determines where external support may be necessary (Sackmann, 2013). The current challenges faced by an organization are resolved and preparations are made to determine the alternative approach to the performance of tasks while accounting for the desired goals. When all considerations have been made, a new strategy is developed. The strategies undergo redefining as knowledge of the organization continues to increase.

Consequently, it is important that the strategy developed should be one that addresses the needs of the organization that need to be achieved as well as the challenges that need to be overcome. According to McAdam and Scott (2009), consistency trial is effective, implying that strategy during the activities of an organization should be in compliance

with their goals, missions and visions. The study by Scott (2004) shows that business units in an organization perform different functions and different administrative methods should be implemented to manage them. If a strategy is poor or vague, it can result into a limiting impact on the process of implementing change. It is also not possible to use a good execution strategy as a method of achieving an outcome if the strategic planning efforts are vague.

Most studies have supported the view that the manner in which a strategy is developed has a direct impact on its implementation. According to Thompson (2007), it is recommended that a good strategy should involve developing a good idea such as promoting a successful implementation task. Good implementation occurs when good strategic units are created. Formulation strategy is important, as stated by Pearce and Robinson (2006) who explains that before implementation is carried out, members of a number of functions should participate in the Formulation process. Those who participate should be credible and comply with their lead to effect the changes. Consequently, those involved must also have the right knowledge for educating others. During the planning stage, the manager performs the role of organizing implementation in an effective manner. The allocation of resources has to be done in an effective manner, and responsibilities have to be set and concerns affecting the organization must be resolved.

2.3.2 Organizational Culture

The culture of an organization can be described as the beliefs of the members of the organization with regards to thoughts, perceptions, and feelings towards the goals and objectives of the organization in general (Sackmann, 2013). It constitutes a combination of patterns, views, ideas, and values that are commonly shared by the members of the organization Pearce and Robinson (2006). It is also described as the combinations of assumptions that are shared by members of the organization.

A study by Johnson and Scholes (2009) shows that organizational culture is the leadership structure used by managers in terms of time allocation, the main areas of focus, decision making structures, and the overall organizational culture. It also constitutes norms, beliefs, symbolic acts and the code of conduct that creates an image of the organization in a manner that complies with the interests of the management and the shareholders in general. During the strategy implementation, both strong culture and traditions must be accounted for in organizations. The difficulties associated with successful implementation results from inadequate incorporation of cultural values that meet the mission, vision and goals of an organization. The difference between ‘doers’ and ‘thinkers’ is observed but in a gradual manner.

According to a study by Raps (2014), the principles developed by the top management such as setting the required culture, tone, pace, and character ensures that it is effective in achieving success during the implementation of the creates strategy. The most limiting factor during strategy implementation can be the inability of the top management to demonstrate lack of commitment to the strategic objectives of an organization. Generally, this commitment constitutes an important requirement during the implementation of a

strategy. It should not be assumed that managers in lower positions have similar perceptions of the strategic plan and methods of implementation in the same manner as top managers. On the contrary, it should be the role of the senior managers to persuade the lower managers and employees about the effectiveness of their ideas. When a sharing culture is developed in an organization, it is possible to transfer the knowledge about areas where change is necessary.

The culture that an organization develops should be supportive and consistent with the strategy to be implemented (Johnson & Scholes, 2009). The development of corporate cultures provides employees with the sense of the manner in which they need to conduct themselves and perform actions so that the current strategy is developed in a manner that strengthens the implementation. Since it is the role of managers to be involved in the implementation of strategies, it is part of the leadership tasks to align the culture of an organization with the strategy and ensure it is incorporated into every activity.

2.3.3 Organizational Structure

Thompson (2007) mentioned that the structure of an organization is the manner in which an organization tries to achieve a particular outcome after implementation of a strategy. Consequently, it is the basic manner in which different activities in an organization are organized. The implementation of a strategy in a successful manner involves creation of an organizational structure that addresses the key functions within the firm and the strategy to be used in coordinating them in order to achieve the strategic purpose of a firm. Pearce & Robinson (2006) state that the function of the Chief Executive Officer (CEO) in an organization is to lead other managers in the effecting of change strategy.

The level of commitment of the CEO to the strategy has a significant influence on the manner in which the subordinates are committed to its implementation. The CEO is thus an important factor during clarification, provision of guidance, and contributing to adjustments during implementation of change. A number of project management activities involve the identification of the commitment of leaders to the achievement of a strategy. The implementers of a strategy include top managers, lower-level managers, and non-management staff.

The involvement of people of different categories is a contributing factor to the effective management and implementation of a strategy. In this case, quality implies capabilities, skills, attitudes, and a number of characteristics that are required in order to achieve success in the implementation of the strategy (Johnson & Scholes, 2009). It is recommended that the actual assignments should specify for each participant involved in the implementation of a strategy. This involves determining the person who is responsible for a particular task and diffusing responsibilities through a number of organizational units and increasing the levels of autonomy of different departments.

2.3.4 Resource Allocation

Resource allocation also plays an important function in the process of strategy implementation. Hussey (2010), argues that, it is imperative to ensure that the people who carry out the action have the skills and knowledge, Lack of adequate skills, knowledge and capabilities to implement the strategy can be an issue if the employees have an incomplete understanding of the concepts they are trying to implement.

According to Hussey (2010), people are the main resource required during implementation of a strategy. Organizations are required to utilize the right knowledge of their employees at the right time. The management experience challenge during the assigning of tasks in addition to coordinating and facilitating the participation of employees to different functions. As illustrated in the planning stage of strategy implementation, it is recommended that the right people should be chosen to perform the right function. It is recommended that the right knowledge should not be thrown away by allocating resources in irrelevant areas or not connecting adequately with employees. Thus, a particular level of freedom is required to provide the opportunity for experimentation by allowing employees to participate in enabling the implementation of the required strategy.

It is necessary to make adjustments of resources in order to improve the strategy, thus the management should be important in monitoring the process closely and implement the right intervention at an appropriate time. There are particular resources that are important during the implementation of a strategy. These include: financial resources, technologies, physical resources, and human resources (Hussey, 2010). The allocation of resources is an important factor during strategy implementation because it ensures particular tasks are performed according to their resource requirements. There may be obstacles to effective resource allocations and organizations involved in the implementation of strategies must be aware of them. Some of the obstacles may include: being protective of resources, emphasis on short-term financial outcomes, and creation of a strategy that is not effective in achieving the objectives and missions of an organization.

2.4 Empirical Literature

McAdam, Walker and Hazlett (2011), examined the association between strategy implementation and operations aimed at improving the activities of local government under the Local Government Modernization Agenda (LGMA) in the United Kingdom (UK). According to the outcome of their study, performance measurement within the strategic level is under the impact of the present policies and the importance of compliance rather than enhancing service effectiveness. According to a study by Kraaijenbrink (2010), on challenges and solutions to implementation of strategy in Netherlands, strategy is the main approach that an organization needs to apply in order to ensure its sustainability. In most cases, managers develop the assumption that an effective strategy alone can be adequate in enabling the duration and the ability of an organization to achieve a competitive advantage

Another study was conducted by Magambo (2012) on challenges encountered by organizations during strategy implementation in Kenya. It was found that due to inadequate funding and financial allocations to organizations in Kenya, they encountered difficulty to achieve the objective of achieving the expected level of organizational change. Another outcome of the study was that there was a high resistance to change due to lack of skills of implementation of change. On the contrary, inadequate commitment at the top management, cultures within an organization and structures did not constitute a challenge in strategy implementation in organizations. On the other hand, Ruth (2013), studied challenges of strategy implementation at Mazars Kenya, the results indicated that the industry forces especially competition, changes in economic conditions greatly influence strategy implementation in Mazars Kenya.

Further results indicated that employees and managers were fully involved in strategy implementation. Similarly, Teresa (2013), focused on strategic plan implementation in non-governmental organizations in Kenya. The outcomes show that when operations are aligned to strategies with adequacy of resources, it is possible to achieve success in implementation of operational activities and allocate resources in the most important areas where they are required for use.

A study by Ochieng (2008), on the factors that were considered important for the successful implementation of information systems as a strategy in commercial banks found that resource allocation was the main determinant. On the other hand, Oanda (2013), investigated challenges of strategy implementation in Private Security Companies in Kenya, and found out that the most frequent challenges in strategy implementation among the Kenyan private security firms studied were; the implementation of strategy took more time than originally allocated. On the other hand, Madegwa (2014) investigated the role of senior executives in the implementation of a strategy in Parastatals in Kenya with the focus on the National Cereals and Produce Board (NCPB) and established that they are responsible for persuading senior executives in order to implement the ideas of the strategy.

2.5 Research Gap

The studies have discussed the challenges of strategy implementation, McAdam, Walker and Hazlett (2011) investigated the association between strategy implementation and activities in local government enhancements activities under the control of the Local Government Modernization Agenda (LGMA) in the United Kingdom (UK). According to their finding, performance measurement in the context of strategy development is mainly

driven by the present policies and the importance of compliance rather than the importance of enhancing service effectiveness. On the other hand, Kraaijenbrink (2010), studied challenges and solutions of strategy implementation in Netherlands and that Strategy is a major area of focus of an institution.

Similarly, Ruth (2013), studied challenges of strategy implementation at Mazars Kenya, The results indicated that the industry forces especially competition, changes in economic conditions greatly influence strategy implementation in Mazars Kenya, on the other hand, Teresa (2013), focused on strategic plan implementation in non-governmental organizations in Kenya, A study by Ochieng (2008), on the factors that were considered important for the successful implementation of information systems as a strategy in commercial banks found that resource allocation was the main determinant.

On the other hand, Oanda (2013), investigated challenges of strategy implementation in Private Security Companies in Kenya, and found out that the most frequent challenges in strategy implementation among the Kenyan private security firms studied was the implementation of strategy. Oanda (2013), investigated challenges of strategy implementation in Private Security Companies in Kenya, studies show that none of them discussed challenges during the improvement of activities in Government Ministries in Kenya hence constitute the research gap.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter provides the methodology that was used during data collection, and provides a research design, target population, and the methods of data collection that were used.

3.2 Research Design

The function of a research design is to ensure that the data obtained during the data collection will be adequate in answering the initial question(s) as unambiguously as possible (Creswell & Clark, 2007). According to a study by Kothari (2004), a good research design is that which results into a high quantity of information that enables consideration of a number of aspects of a problem. The context in which a study is conducted is a determining factor for a research design because a good design is a determining factor for the achievement of the intended purpose of the research.

The study adopted a cross-sectional survey in analyzing challenges of strategy implementation in National Government Ministries in Kenya. A survey was deemed to be appropriate for this study because it brought out the unique challenges that impact strategy implementation. According to Mislavy (2004), cross-sectional survey targets, it involves the selection of the entire population or a section of it in order to answer the research questions of focus. The resulting information is a representative of the challenges encountered in ministries in implementing strategies in Kenya.

3.3 Population of the Study

According to Kothari (2004), population is the group of subjects or events that are of focus to the researcher and whose characteristics need to be studied. An analysis of population is referred to as the process of collecting information about the population in order to draw a conclusion about the relationship between them and particular attributes of the topic of research. There are 20 ministries according to the Government of Kenya (GoK, 2015). Therefore, the study focused on all the 20 National Government ministries in Kenya.

This study targeted a population of 60 respondents, director and the two deputy directors of administration from each ministry. The study used census method and focused on all 60 respondents. A census is the process of studying every unit, everyone and every participant in a population. It is the process of conducting a complete remuneration or actual counting and presenting the outcomes in a manner that enables policy formulation to address the needs of the population of interest.

3.4 Data Collection

During data collection process, primary data collection procedure was used. During this method of data collection, structured questionnaires were created. They were then delivered by hand to the respective respondents who were managers and officials in particular ministries. The delivery of the questionnaires was also done using emails for residents who were not accessible to the researcher.

The study used three respondents from each ministry to increase the level of accuracy of the data collected. The questionnaire allowed more uniformity in the provision of responses since similar questions were asked. It also enabled conducting different forms of analyses and comparing the outcomes of the responses from a number of respondents. Cooper and Schindler (2006), conducted a study that involved the use of structured questionnaires in order to enable the acquisition of uniform responses from the participants. Despite the role of unstructured questions in providing respondents with the opportunity to express their views and feelings, it is difficult to make a comparison between the responses. The questions were structure in a Likert Scale format so that respondents could be given the opportunity to understand the expectations of the researcher. The Likert Scale was five-point that ranged from 1 to 5.

Prior to actual data collection the researcher secured an introductory letter from the University & Research and a permit letter from National Commission for Science, Technology and Innovation. Appointments were also booked with the Principal Secretaries of the sampled ministries state departments and notified them of the mission and purpose of the study. The researcher administered each of the instruments personally to the respondents for the purpose of collecting data. Through use of telephone, the researcher was able to monitor progress until all the questionnaires are completed and returned within a period of two weeks.

3.5 Data Analysis

Mugenda and Mugenda (2003) describe data analysis as the process of performing a number of operations that are closely associated in order to create a summary of collected data or present it in a more detailed manner so that they can be used to answer the research questions. Some of the analytical procedures that are conducted include: editing qualitative data, coding, checking for accuracy, and the use of SPSS to conduct quantitative data analysis. These processes are of importance during systematic data collection and its organization in a manner that enables analysis to be conducted.

The analytical procedure on the data collected was obtaining descriptive statistics of participants and conducting regression and correlation analyses. Descriptive statistics is a technique used in presenting and organizing data these include: tables, graphs, pie chart and certain numerical procedures all which aim at summarizing the material in a form which display its distinctive features that aid analysis. The objective of descriptive statistics was to quantitatively describe the important features of the variables using frequency distribution, mean, percentage and standard deviation.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This section of the study provides a detailed analysis of the results from the field. It also presents the background information regarding the respondents, outcomes of the research and descriptive and inferential statistics have been used to discuss the findings of the study.

4.2 Response Rate

The study involved a survey of 60 where 48 filled the questionnaires effectively and returned the, resulting in a response rate of 80%. It was perceived that this number of responses was adequate in providing the right conclusion to the study. Mugenda and Mugenda (1999) state that, a response rate of 50% is effective in conducting an analysis and providing a report; a rate of 60% is good and a response rate of 70% and over is most suitable. Based on the proposition, the rate of response was considered to be excellent.

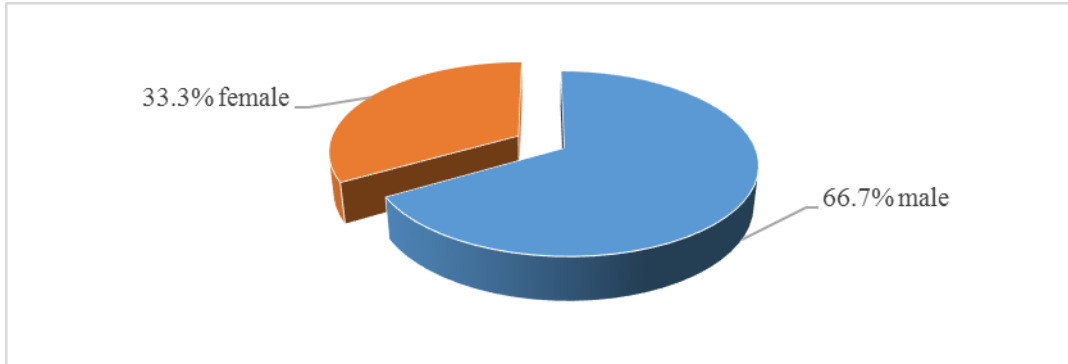
4.3 Demographic Information

The study examined the demographic information of the respondents such as in terms of gender distribution, period of service in the ministry and the level of education. This enabled understanding the effects of these factors on responses.

4.3.1 Gender distribution

Respondents were requested to indicate their level of education. This was sought to gauge their level of understanding on research subject and their easiness/comfort-ability in responding to research questions. Results are analyzed in figure 4.1

Figure 4.1: Gender distribution



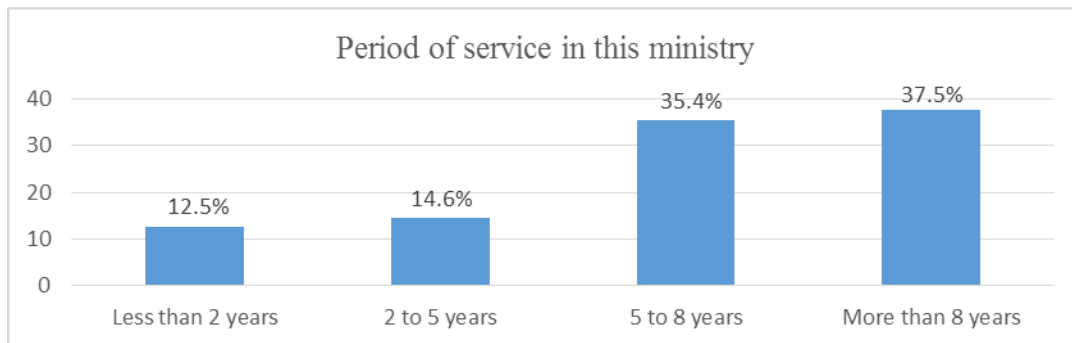
Source: Research Data (2016)

From the research findings, majority of the responders as shown by 66.7% were males, whereas 33.3% was females. This implies that male gender dominates the strategic planning section of national government ministries.

4.3.2 Period of Service in the Ministry

Employee period of service is highly linked with employee knowledge of organizational internal operations. In view of establishing employee knowledge with on organizational internal processes, the study examined the knowledge of respondents regarding their period of service in the ministry. Results on respondent's period of service are analyzed in figure 4.2

Figure 4.2: Period of service in this ministry



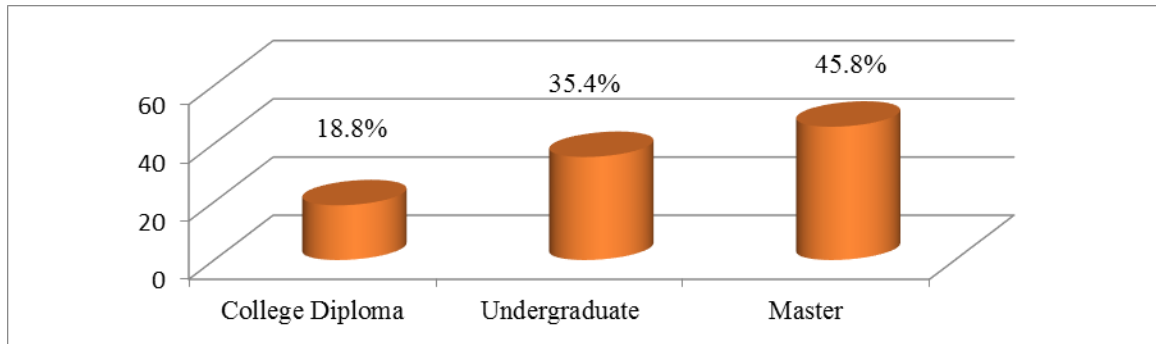
Source: Research Data (2016)

From the study findings, it was observed that most of the respondents as shown 37.5% of the respondents had been employees in the ministry for a period exceeding 8 years, 35.4% of the respondents had worked with the ministry for a period 5 to 8 years, 14.6% of the respondents had worked with the ministry for a period 2 to 5 years whereas 12.5% of the respondents had worked with the ministry for not more than 2 years. This shows that majority of the respondents had worked with the organization for a considerable period of time which implies that they were in a position to give credible information based on their experience.

4.3.3 Highest Level of Education Attained

Individual level of education is perceived to influence individual's perception on different issues. In view of gauging the respondent's answerability of research questions, respondents were requested to indicate the highest level of education attained. Results are analyzed in figure 4.3.

Figure 4.3: Highest level of education attained



Source: Research Data (2016)

Results obtained showed that most of the respondents as shown by 45.8% held master degree, 35.4% of the respondents were undergraduates while 18.8% of the participants held college diploma certificates. This indicates that a major percentage of respondents had high levels of education and had the capabilities to provide credible information that enables understanding of the research topic.

4.4 Challenges of Strategy Implementation in National Government Ministries.

The study sought to establish how various challenges influence strategy implementation in National Government Ministries in Kenya. These challenges include; strategy formulation, organizational culture, organizational structure and resource allocation.

4.4.1 Strategy Formulation

The study examined the level of agreement of respondents with the following statements investigating the influence of strategy formulation process on strategy implementation in national government ministries in Kenya

Table 4.1 Strategy Formulation

Statement	Mean	Std. Dev
Strategy formulation in the ministry is done by evaluating the present strategy and determining measures to enhance them	4.23	0.97
External environment of business influences strategy formulation in the ministry	4.27	0.92
For strategy to be formulated problems of the organization are resolved first	4.21	0.94
Strategy is formulated accordingly for implementation in the ministry	4.31	0.72
Vague strategy formulation limits implementation efforts dramatically	4.25	0.76
The actual strategy that is developed and the corresponding actual process involved in strategy formulation determines strategy implementation	4.40	0.71

Source: Research Data (2016)

Scale:

- 1.00-1.79 Strongly Disagree
- 1.80-2.49 Disagree
- 2.50-3.49 Moderately Agree
- 3.50-4.49 Agree
- 4.50-5.00 Strongly Agree

From the research findings as shown in table 4.1, majority of the respondents agreed that the kind of strategy that is developed and the actual process of strategy formulation determine strategy implementation as shown by a mean of 4.40, strategy is formulated accordingly for implementation in the ministry as shown by a mean of 4.31 and that external environment of the organization influences strategy formulation in the ministry as shown by a mean of 4.27.

The above findings correspond with the study findings by Barney, (2007), that strategy formulation process allows a organizations to position itself in a manner that its maximum potential is achieved, in addition to performing monitoring activities that environment for changes that can affect it. The study further revealed that vague strategy formulation limits implementation efforts dramatically as shown by a mean of 4.25, for strategy to be formulated problems of the organization are resolved first as shown by a mean of 4.21 and that strategy formulation in the ministry is done by evaluating the current strategy and determining measures to improve them as shown by a mean of 4.23. The findings are in support of the research by Hlland, & Richard Ivey School of Business, (2009) that strategy formulation helps to set organizational vision and mission, identifies an organization's external opportunities and threats, determines internal strengths and weaknesses, thereby establishing long-term objectives.

4.4.2 Organizational Culture

The examined the level of agreement of respondents with the following statements investigating the effect of organizational culture on strategy implementation process in national government ministries in Kenya.

Table 4.2: Organizational Culture

Statement	Mean	Std. Dev
Top management plays a key role in the implementation of a strategy	4.29	0.68
Organizational beliefs influence implementation of strategies in the ministry	4.10	0.69
Attitudes in an organization influence implementation of strategies in the ministry	4.19	0.98
Senior executives must not assume that lower managers have the same perceptions of the strategic plan and implementation	4.15	0.99
A sharing culture makes interaction, communication, and knowledge transfer possible improving strategy implementation	4.44	0.87
Corporate culture gives employees a sense of how to behave and act and hence influencing employees to strengthen strategy implementation	4.15	0.90

Source: Research Data (2016)

Scale:

- 1.00-1.79 Strongly Disagree
- 1.80-2.49 Disagree
- 2.50-3.49 Moderately Agree
- 3.50-4.49 Agree
- 4.50-5.00 Strongly Agree

From the study findings as shown in table 4.2, majority of the respondents agreed that sharing culture makes interaction, communication, and knowledge transfer possible improving strategy implementation as shown by a mean of 4.44, top management plays a key role in the implementation of a strategy as shown by a mean of 4.29, and that attitudes in an organization influence implementation of strategies in the ministry as shown by a mean of 4.19.

The findings are in support of the literature by Hart, (2004) that top management must spare no efforts in translating the vast scope of mission and vision into concrete achievements over time. The research also revealed that the development of the right

corporate culture is important in enabling employees develop a sense of behavior that strengthens its implementation. Top organizational executives must not develop the assumption that lower managers have the similar perceptions of the strategic plan and implementation as shown by a mean of 4.15 in each case and that organizational beliefs influence implementation of strategies in the ministry as shown by a mean of 4.10. The above observations correspond with the study findings by Teresa (2013) that top managers create organizations and strive to shape behavior by the development of a culture of shared beliefs.

4.4.3 Organizational Structure

The study examined the level of agreement of respondents with the following statements investigating the effect of organizational structure on strategy implementation process in national government ministries in Kenya.

Table 4.3: Organizational Structure

Statement	Mean	Std. Dev
The structure of an organization seeks to achieve its strategic objectives and implement strategies	4.38	0.91
Successful strategy implementation depends largely on the primary organizational structure	4.06	0.26
Managers are fundamentally important to successful implementation of strategy	4.40	0.98
The top management actions and perceived commitment to the strategy significantly influence the commitment of the subordinate managers to implementation strategy	4.23	0.93
Effectiveness of strategy implementation is affected by the quality of people involved in the process	4.35	0.70
Strategy implementation processes frequently results in problems if the assignments of responsibilities are unclear	4.08	0.07

Source: Research Data (2016)

Scale:

1.00-1.79 Strongly Disagree

1.80-2.49 Disagree

2.50-3.49 Moderately Agree

3.50-4.49 Agree

4.50-5.00 Strongly Agree

From the study findings as shown in table 4.3, majority of the respondents agreed that managers are fundamentally important to successful implementation of strategy as shown by a mean of 4.40, the structure of an organization seeks to achieve its strategic objectives and implement strategies as shown by a mean of 4.38, and that effectiveness of strategy implementation is affected by the quality of people involved in the process as shown by a mean of 4.35. The above observations correspond with the study findings by Pearce & Robinson (2006), that with a strong culture, employees and management understand what is required of them and they will try to act in accordance with the core values.

The research further reveal that the top management actions and perceived commitment to the strategy significantly influence the commitment of the subordinate managers to implementation strategy as shown by a mean of 4.23, strategy implementation processes frequently results in problems if the assignments of responsibilities are unclear as shown by a mean of 4.08, and that successful strategy implementation depends largely on the primary organizational structure as shown by a mean of 4.06 The above observations correspond with the study findings by Johnson & Scholes, (2009) organizational structure should define how activities such as task allocation, coordination and supervision are directed toward the achievement of organizational aims.

4.4.4 Resource Allocation

The study sought to establish the extent to which respondents agreed with the following statements investigating the effect of resource allocation on strategy implementation process in national government ministries in Kenya.

Table 4.4: Resource Allocation

	Mean	Std. Dev
Financial resources are the major determining factors of strategy implementation processes in government ministries	4.21	0.94
Overprotection of resources prohibit effective resource allocation	4.29	0.58
Resource allocation is a central management activity that allows for strategy execution	4.48	0.50
Strategic management enables resources to be allocated according to priorities established by annual objectives	4.54	0.50
Lack of sufficient knowledge prohibit effective resource allocation	4.19	0.89
Organizational politics prohibit effective resource allocation	4.44	0.50

Source: Research Data (2016)

Scale:

- 1.00-1.79 Strongly Disagree
- 1.80-2.49 Disagree
- 2.50-3.49 Moderately Agree
- 3.50-4.49 Agree
- 4.50-5.00 Strongly Agree

From the study findings as shown in table 4.4, majority of the respondents strongly agreed that strategic management enables resources to be allocated according to priorities established by annual objectives as shown by a mean of 4.54, other agreed that resource allocation is a central management activity that allows for strategy execution as shown by

a mean of 4.48 and that organizational politics prohibit effective resource allocation as shown by a mean of 4.44. The finding is in line with the research by O’Neil, (1997) that the organization should provide adequate resources needed for successful performance implementation of strategic policies.

The study also revealed that overprotection of resources prohibits effective resource allocation as shown by a mean of 4.29 financial resources are the major determining factors of strategy implementation processes in government ministries as shown by a mean of 4.21 and that as shown by a mean of lack of sufficient knowledge prohibit effective resource allocation as shown by a mean of 4.19. The findings concur with the research by Peteraf and Bergen, (2003) that people are the key strategic resource; therefore, it is essential for organizations to effectively utilize the know-how of their employees at the right places. The above findings call for borrowing of management tactics in Resource-Based View theory which reiterates that organization depends on resources for their survival; therefore, for any organization to achieve milestones outlined in strategic objectives, resources are indispensable.

Table 4.5: Strategy Implementation process

Statements	Mean	Std. Dev
In the ministry Stakeholders ‘involvement affects strategy implementation	4.40	0.79
Organizational Leadership Influences strategy implementation in the ministry	4.50	0.51
In the ministry organizations innovation influences strategy implementation	4.42	0.71
Organizational communication plays a key role in strategy implementation in the ministry	4.21	0.90
Strategy implementation is determined by top management commitment in the ministry	4.31	0.80

Source: Research Data (2016)

Scale:

- 1.00-1.79 Strongly Disagree
- 1.80-2.49 Disagree
- 2.50-3.49 Moderately Agree
- 3.50-4.49 Agree
- 4.50-5.00 Strongly Agree

From the study findings as shown in table 4.5, majority of the respondents strongly agreed that organizational leadership influences strategy implementation in the ministry as shown by a mean of 4.50, others agreed that in the ministry stakeholders ‘involvement affects strategy implementation as shown by a mean of 4.40, in the ministry organizations innovation influences strategy implementation as shown by a mean of 4.42, strategy implementation is determined by top management commitment in the ministry as shown by a mean of 4.31 and organizational communication plays a key role in strategy implementation in the ministry as shown by a mean of 4.21. The findings concur with the research by Askarany and Yazdifar (2012) that strong leadership ensured smooth running of the organization as a whole

4.5 Discussion**4.5.1: Comparison of Study Findings with the Theory**

The study established that strategy formulation process influenced strategy implementation in national government ministries in Kenya. The study further revealed that the kind of strategy that is developed and the actual process of strategy formulation determine strategy implementation, strategy is formulated accordingly for implementation in the ministry and that external environment of the organization influences strategy formulation in the ministry.

The above observations correspond with procedures and tactics outlined by Bourgeois and Brodwin five Models of Strategy (1984), that strategy formulation process allows organizations to position themselves effectively within their environment to reach maximum potential, while constantly monitoring the environment for changes that can affect them so as to make changes in its strategic plan accordingly. The findings also revealed that vague strategy formulation limits implementation efforts dramatically, for strategy to be formulated problems of the organization are resolved first and that strategy formulation in the ministry is done by evaluating the current strategy and determining measures to improve them.

The findings further support of the Bourgeois and Brodwin in five models strategic theory (1984), that the executive management plays a key role in the implementation of a strategy and that attitude in an organization influence implementation of strategies in the ministry, the findings are in support of the Stakeholder's theory detailed by Edward Freeman (1984), which advocates the importance of addressing morals and values in managing an organization, the same is emphasized by Hart, (2004) that top management must spare no efforts in translating the vast scope of mission and vision into concrete achievements over time.

The research identified different strategic management resources that can be prioritized in the central managerial activities to enable the execution of a strategy in a manner that complies with the existing goals and objectives. The finding is in line with the research by (RBV) of Wernerfelt (1984) that the organization should provide adequate resources need for successful performance implementation of strategic policies.

According to resource-based view theory, overprotection of resources prohibit effective resource allocation financial resources are the major determining factors of strategy implementation processes in government ministries that as shown by a mean of lack of sufficient knowledge prohibit effective resource allocation. The findings concur with the research by Peteraf and Bergen, (2003) that people are the key strategic resource; therefore, it is essential for organizations to effectively utilize the know-how of their employees at the right places. The above findings call for borrowing of management tactics in the resource-based view (RBV) of Wernerfelt (1984), suggests that which literates that organization depends on resources for their survival; therefore, for any organization to achieve milestones outlined in strategic objectives, resources are indispensable

The research further reveals that the top management actions and perceived commitment to the strategy significantly influence the commitment of the subordinate managers to implementation strategy, strategy implementation processes frequently results in problems if the assignments of responsibilities are unclear, and that successful strategy implementation depends largely on the primary organizational structure. The above observations correspond with the institutional theory developed by Scott (1995), which emphasizes on rational myths, isomorphism, and legitimacy

4.5.2: Comparison of the Study Findings with Other Studies

The research also established that organizational structure influenced strategy implementation process in national government ministries in Kenya. Further the study established that successful implementation of a strategy is determined by the commitment of managers to develop structures that ensure they are implemented and that quality of stakeholders in the implementation of a strategy is an important factor to consider.

The above observations correspond with the study findings by Pearce & Robinson (2006), that when a strong culture is developed, employees and the management have the ability to understand the requirements of a function of a particular function during strategy implementation. The above observations further correspond with the study findings by Teresa (2013) that top managers create organizations and strive to shape behavior by the development of a culture of shared beliefs. The research established that that organizational leadership influences strategy implementation in the ministry, others agreed that in the ministry stakeholders 'involvement affects strategy implementation, in the ministry organizations innovation influences strategy implementation, strategy implementation is determined by top management commitment in the ministry organizational communication plays a key role in strategy implementation in the ministry The findings concur with the research by Askarany and Yazdifar (2012) that strong leadership ensured smooth running of the organization as a whole.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The data collection and analysis process from the survey resulted into the following discussions, conclusion and recommendations. The responses were based on the objective of the study. The study focused on challenges of strategy implementation in National Government Ministries in Kenya.

5.2 Summary of the Findings

This section presents the key findings as considered under each variable in the study.

The research established that strategy formulation process influenced strategy implementation in national government ministries in Kenya. The study further revealed that the kind of strategy that is formulated and implemented and the components of the strategy determine strategy implementation, strategy is formulated accordingly for implementation in the ministry and that external environment of the organization influences strategy formulation in the ministry. The above observations correspond with the study findings by Barney, (2007), that strategy formulation process allows a organizations to create a position in a particular environment in order to achieve the desired potential, while ensuring the environment is monitored for changes that have an impact on it in order to formulate changes in the actual strategic plan.

The study further revealed that vague strategy formulation limits implementation efforts dramatically, for strategy to be formulated problems of the organization are resolved first and that strategy formulation in the ministry is done by evaluating the present strategy and determining methods through which they can be improved. The findings are in support of the research by Hlland, & Richard Ivey School of Business, (2009) that strategy formulation helps to set organizational vision and mission, identifies an organization's external opportunities and threats, determines internal strengths and weaknesses, thereby establishing long-term objectives. The study established that organizational culture influences strategy implementation process in national government ministries in Kenya.

Further the study revealed that sharing culture makes interaction, communication, and knowledge transfer possible improving strategy implementation, top management plays a key role in the implementation of a strategy and that attitude in an organization influence implementation of strategies in the ministry. The findings are in support of the literature by Hart, (2004) that top management must spare no efforts in translating the vast scope of mission and vision into concrete achievements over time. The research also revealed that corporate culture gives employees a sense of how to behave and act and hence influencing employees to strengthen strategy implementation, senior executives must not assume that lower managers have the same perceptions of the strategic plan and implementation and that organizational beliefs influence implementation of strategies in the ministry.

The above observations correspond with the study findings by Teresa (2013) that top managers create organizations and strive to shape behavior by the development of a culture of shared beliefs. The research established that organizational structure influenced strategy implementation process in national government ministries in Kenya. Further the study established that managers are fundamentally important to successful implementation of strategy, the structure of an organization seeks to achieve its strategic objectives and implement strategies, and that effectiveness of strategy implementation is affected by the quality of people involved in the process.

The above observations correspond with the study findings by Pearce & Robinson (2006), that with a strong culture, employees and management understand what is required of them and they will try to act in accordance with the core values. The research further reveals that the top management actions and perceived commitment to the strategy significantly influence the commitment of the subordinate managers to implementation strategy, strategy implementation processes frequently results in problems if the assignments of responsibilities are unclear, and that successful strategy implementation depends largely on the primary organizational structure.

The above observations correspond with the study findings by Johnson & Scholes, (2009) organizational structure should defines how activities such as task allocation, coordination and supervision are directed toward the achievement of organizational aims. The research established that strategic management enables resources to be allocated according to priorities established by annual objectives, others agreed that resource allocation is a central management activity that allows for strategy execution as shown by a mean of 4.48 and that strategic management enables resources to be allocated according

to priorities established by annual objectives. The finding is in line with the research by O'Neil, (1997) that the organization should provide adequate resources need for successful performance implementation of strategic policies. The study also revealed that overprotection of resources prohibits effective resource allocation in government ministries. Financial resources are the major determining factors of strategy implementation processes in government ministries.

Lack of sufficient knowledge prohibits effective resource allocation. The findings concur with the research by Peteraf and Bergen, (2003) that people are the key strategic resource; therefore, it is essential for organizations to effectively utilize the know-how of their employees at the right places. The above findings call for borrowing of management tactics in resource-based view which literates that organization depends on resources for their survival; therefore, for any organization to achieve milestones outlined in strategic objectives, resources are indispensable.

The research established that organizational leadership influences strategy implementation in the ministry, others agreed that in the ministry stakeholders 'involvement affects strategy implementation, in the ministry organizations innovation influences strategy implementation, strategy implementation is determined by top management commitment in the ministry organizational communication plays a key role in strategy implementation in the ministry The findings concur with the research by Askarany and Yazdifar (2012), that strong leadership ensured smooth running of the organization as a whole.

5.3 Conclusion

The study concludes that strategy implementation process in national government ministries in Kenya is faced with numerous challenges including, poor organizational structure, in adequate financial time and human resources, bureaucracy in organizational structure and culture.

The research concludes that strategy formulation process forms the direction and foundation for smooth implementation of organizations strategic plan, strategy formulation enables the organization to choose the most appropriate course of action for the realization of organizational goals and objectives and thereby achieving the organizational vision.

The research concludes that strong organizational structure encourages smooth implementation of organizations strategic plan, strong organizational structure makes decision making a more efficient process, executive level management can use organizational structure channels for sending information to managers or employees responsible for completing organizational functions and that strong organizational structure allows the organization to better focus on a single set of goals instead of each group working towards its own agenda.

The study concludes that strong culture promotes the implementation of strategic plan in the government ministries. Organizational culture is a central management activity that allows for smooth strategy execution in national government ministries, strong culture helps to uniformly guide all the members of the organization along a similar path to reach the common goals of the organization and that strong organizational culture enables employees and management understand what is required of them and they will try to act in accordance with the core values.

The research concludes that the real value of any resource-allocation program lies in the resulting accomplishment of an organization's objectives. Finally, the study concludes that a number of factors prohibit effective resource allocation, including an over-protection of resources, too great an emphasis on short-run financial criteria, organizational politics, vague strategy targets, a reluctance to take risks, and a lack of sufficient knowledge.

5.4 Recommendations

Based on the research findings, the study recommends that government ministries should formulate clear strategic plan that provides vision and mission, identifies the ministries external opportunities and threats, determines internal strengths and weaknesses, and establishes long-term objectives to follow.

In order to formulate strong strategic plan, government ministries should first identify the corporate strategy, government ministries should then articulate a "mission statement" consistent with its organizational definition., government ministries should develop strategic objectives or goals and set performance objectives based on its overall

objectives and an analysis of both internal and external factors, the ministry must create a specific competitive strategy that will fulfill its corporate goals , the ministry then implements the strategy and finally the government ministries needs to review the strategy's effectiveness, measure its own performance, and possibly change its strategy by repeating some or all of the outlined steps.

Government ministries need to have a clear organizational structure. This will help to enhance delegate responsibility, enable employees achieve their goals and do their jobs efficiently. There is need for the government to develop strong, adaptive organizations culture. This will help the ministry to enjoy labor cost advantages, great employee and customer loyalty, and a smoother on-ramp in leadership succession thus promoting organizational operations efficiency.

In view of creating strong organizational culture in government ministries, it is important to adopt internal organizational policies brings forth alignment of espoused values, there is need to eliminate bureaucracy in order to get things done in the desired way, with in turn can add substantially to organizational costs. Government ministries should ensure adequate allocation of human, time and financial resources as they were found to be key drivers towards successful implementation of strategic policies and plan.

5.5 Limitation of the study

Most of the respondents were very busy due to the fact that they were senior managers in charge of planning of the ministry and therefore were not in a position to provide all the necessary information. However, after some follow-ups by the researcher, they were able to either complete the questionnaires or delegate it to their juniors who were able to provide the information. The fact that the researcher was also in full time employment at the time of study made the data collection process much difficult as he had to balance between work and data collection.

The study encountered unwillingness by respondents to reveal information which was considered as confidential. To counter this limitation, the researcher assured the respondents of proprietary measures that the findings would be accorded and used. The researcher also assured the respondents that the information they offered would be held confidentially and would be used for academic purposes only.

Some respondents who were given questionnaires did not stick to the dates for handing over of questionnaires, which delayed the data collection part of the research. In this limitation the researcher tried to convince the respondents on the importance of the study to be carried out, this helped to reduce the strength of the limitation, which made the study a success.

5.6 Suggestions for Further Studies

The study focused on challenges of strategy implementation in National Government Ministries in Kenya. The study proposed that similar study should be carried out on exploring the relationship between organizational policies and strategy implementation process. Communication is one of the key requirements for effective strategy implementation. Therefore, studies should be done on the influence of communication channels on strategy implementation in Government Ministries in Kenya.

Future studies should also explore the possibility of strategic capabilities moderating the competitive advantage-superior performance relationship. While this study did not investigate the possibility that strategic capability could be a moderator, the strong conceptual underpinning of strategic capability justifies the exploration of this issue further.

Future research could examine the relative importance of the direct effects and indirect effects (via strategic orientations) of strategic capabilities on strategy implementation in National Government Ministries. That is, will provide more confirmative findings and insights into how resources and skills should be allocated for realizing the full potential of strategic capabilities in achieving excellent performance in Government Ministries.

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APPENDIX I: LETTER OF INTRODUCTION

September 2016

THE PRINCIPAL SECRETARY,

RE: **COLLECTION OF DATA**

I am a student undertaking Master degree in Business Administration (MBA) at University of Nairobi. I am carrying out a research project in partial fulfillment of the course work assessment. The research project topic is: “**Challenges of Strategy Implementation in the National Government Ministries in Kenya**”. I am kindly requesting you to assist me in this study by assigning your senior administrators in your state department that are involved in ministries strategic planning and management to fill the attached questionnaire to the best of their ability as it applies to your state department.

Attached herewith is the authority letter from relevant authority and the three copies of the questionnaire to be filled. Any information received will be treated with utmost confidentiality and at no time will the contents or identity of the respondent will be revealed.

Yours Faithfully,

KAINO K. JOEL

STUDENT RESEACHER

APPENDIX II: RESEARCH QUESTIONNAIRE

SECTION A: DEMOGRAPHIC INFORMATION

1. Indicate your job title

.....

2. Kindly indicate your gender

Male () Female ()

3. Indicate your period of service in this ministry

Less than 2 years ()

2 to 5 years ()

5 to 8 years ()

More than 8 years ()

4. Please indicate the highest level of education attained? (Tick as applicable)

College Diploma ()

Undergraduate ()

Master ()

Others (specify)

.....

SECTION B: Challenges of Strategy Implementation

Indicate the extent to which each of the following statements relating to challenges of strategy implementation applies to you. Key Use a scale of 1-5, where (1= strongly disagree, 2= disagree, 3= moderately agree, 4= Agree and 5= strongly Agree)

Strategy Formulation	1	2	3	4	5
Strategy formulation in the ministry is done by evaluating the current strategy and determining measures to improve them					
External environment of business influences strategy formulation in the ministry					
For strategy to be formulated problems of the organization are resolved first					
Strategy is formulated accordingly for implementation in the ministry					
Vague strategy formulation limits implementation efforts dramatically					
The kind of strategy that is developed and the actual process of strategy formulation determines strategy implementation					

Indicate the extent to which each of the following statements relating to organizational culture applies to you. Key Use a scale of 1-5, where (1= strongly disagree, 2= disagree, 3= moderately agree, 4= Agree and 5= strongly Agree)

Organizational Culture	1	2	3	4	5
Top management plays a key role in the implementation of a strategy					
Organizational beliefs influence implementation of strategies in the ministry					
Attitudes in an organization influence implementation of strategies in the ministry					
Senior executives must not assume that lower managers have the same perceptions of the strategic plan and implementation					
A sharing culture makes interaction, communication, and knowledge transfer possible improving strategy implementation					
Corporate culture gives employees a sense of how to behave and act and hence influencing employees to strengthen strategy implementation					

Indicate the extent to which each of the following statements relating to organizational structure applies to you. Key Use a scale of 1-5, where (1= strongly disagree, 2= disagree, 3= moderately agree, 4= Agree and 5= strongly Agree)

Organizational Structure	1	2	3	4	5
The structure of an organization seeks to achieve its strategic objectives and implement strategies					
Successful strategy implementation depends largely on the primary organizational structure					
Managers are fundamentally important to successful implementation of strategy					
The top management actions and perceived commitment to the strategy significantly influence the commitment of the subordinate managers to implementation strategy					
Effectiveness of strategy implementation is affected by the quality of people involved in the process					
Strategy implementation processes frequently results in problems if the assignments of responsibilities are unclear					

Indicate the extent to which each of the following statements relating to resource allocation applies to you. Key Use a scale of 1-5, where (1= strongly disagree, 2= disagree, 3= moderately agree, 4= Agree and 5= strongly Agree)

Resource Allocation	1	2	3	4	5
Financial resources are the major determining factors of strategy implementation processes in government ministries					
Overprotection of resources prohibit effective resource allocation					
Resource allocation is a central management activity that allows for strategy execution					
Strategic management enables resources to be allocated according to priorities established by annual objectives					
Lack of sufficient knowledge prohibit effective resource allocation					
Organizational politics prohibit effective resource allocation					

Indicate the extent to which each of the following statements relating to strategy implementation applies to you. Key Use a scale of 1-5, where (1= strongly disagree, 2= disagree, 3= moderately agree, 4= Agree and 5= strongly Agree)

Strategy Implementation	1	2	3	4	5
In the ministry Stakeholders 'involvement affects strategy implementation					
Organizational Leadership Influences strategy implementation in the ministry					
In the ministry organizations innovation influences strategy implementation					
Organizational communication plays a key role in strategy implementation in the ministry					
Strategy implementation is determined by top management commitment in the ministry					

THANK YOU!!

APPENDIX III: LIST OF NATIONAL GOVERNMENT MINISTRIES

	MINISTRY	ADDRES	LOCATION
1	Ministry of Interior and National Government Coordination	30510-00100	Harambee House
2	Ministry of East Africa Community, Labour and Social Protection	40326-00100	NSSF 5 th flr
3	Ministry of Health	30016-00100	Afya House
4	Ministry of Education	30020-00100	Njogoo House B
5	Ministry of Mining	30009-00100	Works Building Ngong Rd
6	Ministry of Energy and Petroleum	30582-00100	Tele post building
7	Ministry of Lands	30450-00100	1 st Avenue Ngong
8	Ministry of Roads and Infrastructure	52692-00200	Nairobi
9	Ministry of Defence	40668-00100	Ulinzi Hse-Lenana Rd
10	Ministry of Foreign Affairs & International Trade	30551 - 00100	Harambee avenue Nairobi
11	Ministry of Industrialization and Enterprise Development	30418-00100	NSSF Block A
12	Ministry of Agriculture, Livestock and Fisheries	34188-00100	Kilimo House
13	Ministry of Water & Natural Resource	30126-00100	Maji House
14	Ministry of Environment	30126-00100	NHIF HSE 12 TH FLR
15	Ministry of Public Service Gender and Youth Affairs	30050 -00100	Harambee House
16	Ministry of Information Communication & Technology	30025-00100	Tele post building
17	Ministry of Finance National Treasury	30007-00100	Treasury building
18	Ministry of Devolution & Planning	30005 - 00100	Treasury building
19	Ministry of Sports, Culture and Arts	49849-00100	NSSF Building
20	Ministry of Tourism	30027-00100	Utalii House

Source: DPSM (2015)

APPENDIX IV: DATA COLLECTION PERMIT FROM NACOSTI



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: +254-20-2213471,
2241349, 3310571, 2219420
Fax: +254-20-318245, 318249
Email: dg@nacosti.go.ke
Website: www.nacosti.go.ke
when replying please quote

9th Floor, Utalii House
Uhuru Highway
P.O. Box 30623-00100
NAIROBI-KENYA

Ref. No.

Date:

NACOSTI/P/16/19941/13512

31st August, 2016


Joel Kipkosgei Kaino
University of Nairobi
P.O. Box 30197-00100
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on "*Challenges of strategy implementation in the national government ministries in Kenya,*" I am pleased to inform you that you have been authorized to undertake research in **Nairobi County** for the period ending **31st August, 2017**.

You are advised to report to **the Principal Secretaries of selected Ministries, the County Commissioner and the County Director of Education, Nairobi County** before embarking on the research project.

On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.


BONIFACE WANYAMA
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The Principal Secretaries
Selected Ministries.

The County Commissioner
Nairobi County.

The County Director of Education
Nairobi County.

National Commission for Science, Technology and Innovation is ISO 9001:2008 Certified

APPENDIX V: UNIVERSITY DATA COLLECTION PERMIT



**UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS**

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

P.O. Box 30197
Nairobi, Kenya

DATE 29-8-2016

TO WHOM IT MAY CONCERN

The bearer of this letter KAINO K. JOEL

Registration No. DG1/77421/2015

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

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

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

Thank you.


**PATRICK NYABUTO
SENIOR ADMINISTRATIVE ASSISTANT
SCHOOL OF BUSINESS**

