

**INFLUENCE OF STRATEGY IMPLEMENTATION ON PERFORMANCE OF
KENYA BUREAU OF STANDARDS**

BY

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DECLARATION

This research project is my original work and has not been submitted for a degree or any other award in any other university.

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This research project has been submitted for examination with my approval as the University supervisor.

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DEDICATION

This work is dedicated to my wife Justinah Mutinda and my children Agnes Mbithi, Azariah Mbithi and Arianah Mbithi Who have been patient with me as i undertook the studies.

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I would like to express my deepest appreciation to the following for their support that made this work a success.

I am sincerely grateful to God for the gift of serenity throughout my studies from the beginning of the course to its completion. I must admit humbly that the success of this research has been largely due to collaborative efforts and devotion of many people to who I owe a lot of gratitude.

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ABSTRACT

Strategy implementation is important for any organization to achieve its corporate goal. The test of successful strategy implementation is whether actual organization performance matches or exceeds the targets spelled out in the strategic plan. Shortfalls in performance signify weak strategy, weak implementation or both. Different organizations implement strategies differently. This study was guided by the following objectives; to establish the factors affecting strategy implementation at Kenya Bureau of Standard and to establish the influence of strategy implementation on performance at Kenya Bureau of Standards. The research used a case study approach and used primary data which was collected using an interview guide. The researcher interviewed five senior managers at the organization. Data collected was qualitative in nature and content analysis was used to analyze this data. The study revealed several factors affecting strategy implementation at KEBS; these include the organizational structure, organizational culture, leadership style, communication, employee involvement and Information Communication Technology infrastructure. These factors either support or hinder the implementation of strategies in the organization and that strategy implementation was a critical factor in improving the performance at KEBS through employee performance, employee retention and attraction, greater market coverage on surveillance, improves turnaround time on sample analysis and increased number of clients on ISO certification. The study concludes that for an organization to successfully implement its strategy, it must ensure the existence and alignment of all strategy supportive aspects of the organization. The study recommends that management should work toward effective communication to ensure that strategic issues are communicated at the right time to achieve the strategic goals, culture and strategy should be compatible to achieve high performance and there is need to point out key functions and tasks necessary for successful strategy execution

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ABBREVIATION AND ACRONYM

KEBS	Kenya Bureau of Standards
NSC	National Standards Council
CIC	Co-operative Insurance Company Ltd
ICT	Information Communication Technology
LIMS	Laboratory information system
CEO	Chief Executive Officer

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Operating environment for businesses is very dynamic following increased effects of globalization and development in information communication technology among other variables. In order for organization to align their operations to the dynamic operational environment, they have to constantly formulate and implement strategies (Johnson and Scholes, 2008). A strategy is an important component of organization planning towards the attainment of organizational objectives. The strategy translates plans into actions and the intended results so as to deliver on organizational objectives. The test of successful strategy Operationalization is whether actual operational results is as per the targeted results or superseded the outcome as set out in the strategic plan. Failure to achieve the set targets signifies weak strategy which has been poorly operationalized. Well implemented strategies promote overall organizational performance while poorly implemented strategies manifest themselves in poor performance results.

This study was founded on three theories; institutional, Resource Based View (RBV) and Upper Echelon theory. In the institutional theory, organizations are influenced by normative reassurance arising from external forces such as the state and sometimes arising from forces within the organization itself (North, 1990). The RBV school of thought explains the role played by different set of unique resources in building competitive advantage (Barney, 1991). Upper Echelons theory explains how different positions and roles in an organization affect strategy implementation and realization of set objectives. As a result, it offers new models into strategic leadership, governance,

decision making, and many other factors as well as processes involved in operation of firms.

The Kenya Bureau of Standards (KEBS) as a government agency is charged with the responsibility of managing and maintaining the standards and practices of metrology in Kenya. The Agency was established by Act of Parliament in July 1974. The Agency has faced several changes including changes in its top management and restructuring as the Government of Kenya restructured its ministries to fit the proposed 20 in number.

1.1.1 The concept of Strategy

A strategy is a game plan developed by an organization which integrates an organizational goals and objectives with the plans developed (Quinn, 1980). Its purpose is to provide direction on a day to day basis so as to achieve the said targets to fit with the changes in the operating environment (Pearce and Robinson, 2007). It helps position a firm competitively in a given industry to attain competitiveness (Johnson and Scholes, 1999). In addition, strategy identify the key areas of focus for an organization if it is to remain on top of its competitors (Pearce and Robinson, 2000). With the increasing competition among firms, a strategy enables firms to gain competitive advantage by laying strategies that would move its operations from one point to a future desired position.

According to Thompson and Strickland (2007) a strategy creates fitness between organizational competencies and opportunities in the operating environment. A strategy matches internal resources to challenges posted by the external environment for competitiveness. Andrews (1980) argues that a strategy aligns organizational operations

to the changes in the operating environment for competitiveness. The operating environment changes very fast and renders organizations uncompetitive unless they are ready and willing to change and adapt in a timely manner to remain competitive.

1.1.2 Strategy Implementation

Strategy implementation is the process of putting into action the strategies formulated so that the performance can be moved from the existing position to a future desired position (Johnson and Scholes, 2008). According to Aladwani (2003) strategy implementation means putting the results of planning into a real activity. This involves operationalization of the day to day activities so that an organization can achieve its competitiveness. In order to align the operations of an organization to the changing operating environment, it is important that the organization adapts according to remain competitive (Olson & Slater & Hult, 2005). Through strategic management, organizations are able to align their operations to push its competition above the industry peers.

The success of a strategy depends upon the efficacy of implementation and therefore top priority of strategy implementation is building a capable organization. It involves developing a responsive internal organization structure, building and nurturing skills and competencies and selecting people for key positions (Aladwani, 2003). Globalization of the world has meant that organizations can sale to a wide market even from a local setting. Organizations need to rethink their strategies to drive the performance to a future desired position (Olson & Slater & Hult, 2005).

1.1.3 Firm Performance

Performance shows how well an organization has utilized the resources at its disposal in generating wealth for the shareholders. According to Wheleen and Hunger (2001), firm performance is the final result of a firm operating within the specified period (Delaney and Huselid, 1996). Organizational performance is measured using several variables including: quality of service delivered, quantity of output productivity, research and development, level of absenteeism and annual turnover (Hamon, 2003).

Organization performance checks the efficiency of management in the utilization of resources entrusted to them by the shareholders in generating wealth within a given time period (Berger and Patti, 2002). It is measured by ratios at different points in time to establish how well the resources of the firm have been applied in generating wealth. Different ratios have been applied depending on the purpose of the measurement.

According to Berger and Patti (2002), ratios indicate if the firm is utilizing the resources at its disposal in achieving the objective set by the owners of a business of making them wealthier. The ratios are used to standardize measurement so as to enable comparison across the industry, same firm over a period of years or other firms in other industries. The main objective of checking financial performance of an organization is to establish how well the resources of the organization have been utilized in generating profits and wealth for the owners.

1.1.4 State Owned Agencies

State owned agencies are organized institutions formed to undertake all business activities in key industries by the Government with the purpose of fulfilling its economic

policies. There are currently 147 state owned agencies operating in Kenya. According to a 2006 Handbook for civil Service Staff induction, a parastatal is established by an Act of Parliament in pursuance of Government policy (The Parastatal News Kenya, 2015). State owned agencies in Kenya are Government-owned organizations different from other business entities due to ownership and management structure (The Parastatal News Kenya, 2015).

They are related to the Central Government as they are established by the Government to provide essential services that would otherwise be expensive or unattractive to the private sector to undertake. In Kenya, state owned agencies are classified into three categories namely: Class A, B and C (The Parastatal News Kenya, 2015). The categories are based on the revenue base, size, and the Ministry that a given state owned agency falls under. They are further classified in terms of industries they belong to: Financial sector, commercial/manufacturing sector, regulator sector (The Parastatal News Kenya, 2015).

1.1.5 Kenya Bureau of Standards

Kenya Bureau of Standards (KEBS) is a state corporation that came into being in the year 1974 through an Act of parliament called the Standards Act Cap 496 Laws of Kenya, to assist in the implementation and practical application of standards and to maintain and disseminate International System of Units (SI). It is also mandated to undertake educational work in standardization and control the use of standardization marks and other distinct marks.

KEBS functions are divided into four divisions namely; Standards Development Division, Quality Assurance and Inspection Division, Metrology and Testing Division,

and Support Services Division. In addition to these, KEBS also has a National Quality Institute and Certification unit as subdivisions responsible for training in quality related aspects and certification of systems based on international standards respectively. The operations of KEBS are distributed into six geographical regions; Headquarter in Nairobi, Mombasa, Nakuru for the Rift Valley Region, Garissa for the North Eastern Region, Kisumu for the Lake Region and Nyeri for the Mount Kenya Region (KEBS, 2007).

1.2 Research Problem

Strategy implementation is important for any organization to achieve its corporate goal. Organizations are faced with many challenges trying to implement strategies due to a number of reasons. Implementing a strategy requires changes in an organization. This may take the form of developing new processes of doing things, improving on the existing process and capacity building among staff and customers to enable them work comfortably with new systems implemented in an organization (Thompson & Strickland, 1993). Successful strategy implementation will depend on how well an organization is able to integrate these components effectively. It is therefore important that an organization develops the right practices in strategy implementation. Through Strategy implementation, organizations are able to align their day to day operations to the changing operational environment for competitive advantage (Johnson, & Scholes, 2008). These adaptation enables it in taking advantage of the changes in the operating environment for competitiveness. It is difficult for any management team to formulate a consistent strategy and it's even more difficult to implement the strategy in the whole

organization any factors can affect the process of turning strategies into organizational action (Noble, 1999).

Kiarie (2012) carried out a research at Co-operative Insurance Company Ltd (CIC) and found out that they were using balanced scorecard in implementing the chosen strategies. This study concentrated on how balanced scorecard could be used in strategy implementation and did not bring in the issues to do with performance which the current study seeks to provide. Wambua (2012) did a research on strategy implementation at Balozi Sacco Society and her findings revealed that there was staff involvement, commitment from management and that leadership was an important practice. Training of staff, preparation of an implementation plan and regular reviews of strategy were found to be important practices in strategy implementation. However, Wambua failed to examine the influence of strategy implementation on organizational performance which the current study done in the context of Kenya Bureau of Standards. Gichema (2012) carried out a research at World Vision Kenya and the findings revealed that communication, organization culture and organizational structure were key factors in strategy implementation. Gichema restricted the study on identifying factors that influenced strategy implementation and not the influence of strategy implementation of organizational performance.

Mwaura (2013) studied strategy implementation at Chase Bank, Kenya and established that strategy implementation challenges included inadequate resources in terms of personnel and experience negatively affected strategy implementation. Muchira (2013) studied how strategy implementation affected returns on equity among commercial banks

in Kenya and concluded that implementation influence organization financial performance positively to a great extent resulting.

From the foregoing it is clear that little research has been done on influence of strategy implementation on performance specifically at Kenya Bureau of Standard; hence the gap that this study intends to fill. This study therefore sought to provide solutions to one research question: What is the influence of strategy implementation on performance of Kenya Bureau of Standards?

1.3 Research Objective

The study was guided by the following research objectives:

- i. To establish the factors affecting strategy implementation at Kenya Bureau of Standard
- ii. To establish the influence of strategy implementation on performance at Kenya Bureau of Standard

1.4 Value of the study

The study would be of important to future researchers and scholars since it would be a source of material for their research and would also help them in identifying the research gaps they need to fill. This would help deepen the empirical research in strategy implementation and organizational performance.

The study would also be important to the policy makers in the in the Government and other Government bodies responsible in making policies related to standardization of goods, properties and services. Through the findings of this study, the Government through the Ministry of Industrialization will develop appropriate policies to guide policy formulation and implementation in autonomous government bodies in Kenya.

The study would be important to the management of the Kenya Bureau of Standards who formulate strategies and the whole organization since they implement the strategies. The management and all staff at KEBS would understand how strategy implementation affects the organization in its quest to deliver on its mandate.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter offers a review of relevant literature as presented by previous scholars on the subject of strategy implementation and performance as presented by various researchers and scholars. The exact topics covered here include theoretical perspective, competition and strategic responses to competition by firms.

2.2 Theoretical Perspective

As identified in chapter one, this study is founded on three theories; institutional theory, Resource Based View theory and Upper Echelon theory. These theories are discussed in details below:

2.2.1 Institutional Theory

This theory is concerned with organizational structures and how they influence the flow of information that plays an important role in strategy implementation (DiMaggio & Powell, 1991). The complexity of reporting structure affects the way information relevant for strategy implementation flows hence negatively affecting strategy implementation (Scott, 2001). The set of formal rules in terms of policies and procedures developed in an organization determines how the information flows and the actions to be undertaken by staff in case of an incident of a particular nature occurring (Jepperson, 1991). These structures in an organization create expectations among different stakeholders in strategy implementation in an organization that determine how actions are undertaken thereby influencing final product of strategy implementation (Zucker, 1977).

Institutions set out in an organization determine what is acceptable and whatever that is not acceptable in an organizational setting (DiMaggio & Powell, 1991). This therefore determines how employees carry themselves around when doing their duties (Amenta, 2005). This theory is important for this study because it helps explain the role played by policies, procedures, laws and other internal restrictions on strategy implementation.

2.2.2 Resource Based View Theory

The RBV school of thought explains the role played by resources owned and possessed by an organization in differentiating it from other organizations in the industry (Baumol, Litan & Schramm, 2009). These resources take different forms including total assets expressed in monetary terms, experience of key human resources and the overall personnel adequacy. Other measures include networks among other variables (Bhide, 2000). According to Spanos and Lioukas (2001), the RBV can be used to explain the differences in competitive positions enjoyed by different organizations in a given industry. Through the resources owned and utilized in the production process, organizations are able to outperform their competitors and emerge winners (Rumelt, 1984 and Barney, 1986).

The RBV is founded on the premise that organizations compete based on the basis of their resources and capabilities (Peteraf and Bergen, 2003). Most RBV researchers (Bhide, 2000; Peteraf and Barney, 2003; and Foss and Knudsen, 2003) the resources affect an organizations ability to execute its game plan strategies which in turn affects organizational performance. This theory is relevant for this study because it explains the role played by internal resources controlled by an organization in the level of performance recorded.

2.2.3 Upper Echelon Theory

This theory explains the various levels of employees in the organizational hierarchy in terms of positions (Carpenter, Pollock & Leary, 2004). The manner in which management positions are organized in an organization determines how well information flows and informs strategy implementation in an organization (Hambrick & Mason, 1984). The upper management are normally the ones involved in strategy formulation. The level of understanding and involvement of other staff in strategy formulation affects how well strategies are implemented (Opong, 2014).

This theory is relevant for this study because it puts into perspective how cadres in an organization affect strategy implementation. It defines the different roles of each position in strategy implementation. A rigid and mechanical structure negatively affects strategy implementation.

2.3 Factors affecting strategy Implementation

Strategy Implementation has been found to have a direct relationship with the level of organization performance in many industries. According to Dobni and Luffman (2003), better performance only accrues to organizations that are in a position to implement strategies better as compared to those who report challenges. According to Peng and Littlejohn (2001), communication in an organization plays vital roles in organizational performance. It defines how different stakeholders play different roles to deliver on the set organizational objectives. Communication coordinates different departments and sections to harmonize their aspirations for common organizational goals. Through communication, organizations are able to coordinate different personnel and resources towards a given strategy implementation this reduce the chances of any deviations in the

anticipated results (Pryor, Anderson Toombs & Humphreys, 2007). Unlike strategy formulation where a few individuals in the organization are tasked to run with, strategy implementation involves all staff. Through their day to day activities, they are able to influence the attainment of strategies (Kaplan & Norton, 2005). Through effective communication, the management needs to ensure that all employees clearly understand the where the organization is coming from, where it is headed and how it desires to get there.

Rajasekar (2014) argues that strategy implementation is negatively affected by the type of leadership existing in that organization. The amount of information available to the different stakeholders determines how accurate the different stakeholders undertake different tasks for the common target of the organization (Lorange, 1998). It is further affected by the way employees carry themselves around and perform their tasks which can be summarized in the culture prevailing in an organization. In a different view, Lorange (1998) argues that the calibre of human capital hired by an organization in terms of experience and adequacy determines how well it implements strategies.

Beer and Eisenstat (2000) identified leadership as a key ingredient in strategy implementation. For any strategy to be effectively implemented the managing directors charged with organization the resources of the organization and their top management teams need to emphasize the importance of implementing a given strategy. The level with which the management of an organization get involved in strategy implementation in terms of support affects the way in which the strategy implementation is undertaken. According to Nutt (1986) organizational leadership needs to well structure if an organization is to implement strategies smoothly.

According to Chimanzi and Morgan's (2005), firms that involve their employees in strategy formulation and implementation is likely to record high organizational performance. The level of involvement of all employees in strategy formulation plays a vital role in strategy implementation. Viseras, Baines and Sweeney (2005) argues that strategy implementation success is highly dependent on human component of project management and less on organization and systems related factors. Assigning adequate resources to a given strategy implementation leads to greater organizational performance.

2.4 Influence of Strategy Implementation on Organizational Performance

Strategic management is important for organizational performance. Statistics indicates that many strategies that are well formulated end up not well implemented because of challenges in strategy implementation. Well implemented strategies lead to realization of better organizational performance (Blahová & Knápková, 2010).

Scientific studies from strategic management standpoint, suggests that applying appropriate strategies in an organization is essential in achieving better organizational performance (Brown Squire & Blackmon, 2007). Operationalizing strategy is as important as formulation only that it involves many stakeholders compared to formulation (Favaro, 2015). Without well planned strategy implementation program, no strategy would be implemented regardless of its superiority. Better strategy implementation assures companies of improved returns on investment (Lefort, 2015). Effective strategy implementation enables an organization record great benefits in terms of improved customer satisfaction, loyalty and repeat purchase. Signs of poor strategy implementation could involve low self esteem among employees, low employee

retention, low customer satisfaction and struggling organizational performance. found that companies which emphasize on good strategy implementation sustained twice financial success compared to poor implementers. Sometimes implementation is hard to get right, yet success of organizations depends on effective implementation. Shah (1996) posits that without effective implementation of strategy, establishment of the organizational route of operation and the formulation of the organizational strategy. Therefore, for performance to be realized, measures have to be put in place to ensure effective implementation of the strategy.

The influence of strategy implementation on performance is subject to soft factors, which are the factors related to human capital like commitment, communication, and consensus, hard factors like hierarchy of positions in the organizational and administrative systems) and mixed factors. Most organizations do not report good performance outcomes because the organizations and their managers forget the vital role of strategy implementation (Rahimnia, 2009).

2.5 Empirical Studies

Several studies have been conducted on strategy implementation in relation to organizational performance. For instance, Njagi and Kombo (2014) established that strategy implementation affected the level of performance reported by commercial banks in Kenya. The strategies defined the direction that the banks adopted in gaining competitive advantage and differentiating their financial service offerings from other commercial banks in Kenya. The results indicated that commercial banks in Kenya employed different strategy implementation programs on different strategies with the aim

of leveraging their operational efficiency for better return on equity and assets. The banks controlled different resources which they combined in different proportions to achieve competitiveness in the industry. In order to be more competitive and responsive to customer needs, the study recommended continuous improvement on information communication and technology in their operations for operational efficiency.

Rajasekar (2014) examined how different factors affect among electricity distribution companies in the Sultanate of Oman by addressing the role played by organizational communications in strategy implementation. Among key factors in strategy implementation included types of leadership, structure of the leadership positions and internal control mechanisms. In a highly competitive current environment, organizations need to adopt various strategies including human resource management and internal competencies.

Mbaka and Mugambi (2014) conducted a study on strategy implementation in the Water Sector in Kenya through descriptive design. The study studied various secondary data reports on how various water projects were implemented. The findings show that strategy implementation in the water sector was affected to a large extent by the level of management support, inadequacy of resources and technical expertise among staff. The findings further indicated that strategy implementation was affected by the type of management leadership and the communication effectiveness.

Ndegwah (2014) studied strategy implementation in learning institutions by focusing on Public Secondary Schools in Nyeri County, Kenya. The study collected primary data using a semi structured questionnaire to collect data. The explanatory variables of the

study included: Managerial skills, Resources allocation, Rewards & Incentives and Institutional policies. The targeted respondents included institutions' Principals who were free to delegate to their Deputies in the 2 Sub-counties: Mukurweini and 34 in Othaya. The findings show that: Resources allocation Managerial skills, Institutional policies, and Rewards/Incentives greatly affected strategy implementation. Proper management of these factors had a great influence on strategy implementation among secondary schools in the study area.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the methodology that was used in the collection of data required to meet the research objectives. It specifically covers the research design, data collection and data analysis.

3.2 Research Design

The research used a case study approach to give an in-depth understanding of the influence of strategy implementation on performance of Kenya Bureau of Standards. A case study is examines a phenomenon under review within its real-life context of one organization.

Case study research focuses on a single organization as a unit of analysis so as to get in-depth information about it. This enables a researcher to gain a sharpened understanding of why the instance happened as it did, and what might become important to look at more extensively in future research (Yin, 2002). Other studies such as Kasingiu (2010) and Musyoka (2011) successfully adopted this research design.

3.3 Data Collection

The study used primary data collected through an interview guide. The interview guide enabled the researcher to collect in-depth qualitative data. This was used in order to gain a better understanding and a more insightful interpretation of the results from the study. The researcher interviewed five senior managers at the organization to identify the factors affecting strategy implementation and how strategy implementation influences

performance of Kenya Bureau of Standards. The five include: Director Finance and strategy; Head of Strategy; Head of Standards Development and Certifications; Head of Testing Services and Chief Executive Officer.

3.4 Data Analysis

Data collected was qualitative in nature as it is collected using an interview guide. Content analysis was used to analyze this data collected from the interviewees. According to Kothari (2008), content analysis the of data analysis is a technique used to make inferences through systematic and objective identification of specified characteristics of messages. It is the analysis of the contents of documentary and verbal material, and describes it as a qualitative analysis concerning the general import of message of the existing documents and measure pervasiveness.

Data collected was organized into various thematic areas so as to build a profile about the influence of strategy implementation on performance of Kenya Bureau of Standards. A report was be generated to show the competitive strategies adopted by Express Connections Limited to improve organizational performance.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION AND PRESENTATION

4.1 Introduction

This chapter presents analysis and findings of the study as set out in the research objective and methodology. The objective of the study was to determine the influence of strategy implementation on performance of Kenya Bureau of Standards. The study targeted a total of 5 interviewees comprising senior managers at the organization. The five shall include: Director Finance and strategy; Head of Strategy; Head of Standards Development and Certifications; Head of Testing Services and Chief Executive Officer. Out of the target 5 respondents, 3 managers availed themselves for an interview with the researcher thus giving a response rate of 60%.

4.2 Demographic Information

The study collected some demographic information about the interviewees so as to determine their suitability in providing the information sought by the study. The interviewees were requested to indicate the position they held in the organization. From the responses, one of the interviewees was director of finance and strategy the other were head of strategy and head of standards development and certifications respectively.

The interviewees were further required to indicate the period they had served in the organization so as to determine how well they understood the operations of the organization in terms of strategy implementation on performance. From the responses, the study established that the interviewees had worked with the organization for a long period ranging from 10 to 20 years. These findings show that they had worked in the

organization long enough to understand the factors affecting strategy implementation and influence of strategy implementation on performance. Therefore the information provided was highly reliable.

4.3 Factors Affecting Strategy Implementation at KEBS

This section presents analysis and findings on factors affecting strategy implementation at KEBS in relation to performance. According to the respondents interviewed, the key factors to consider when implementing a strategy include; communication, leadership, organizational structure, ICT infrastructure and employee involvement. These factors were common among responses from different respondents.

4.3.1 Organizational Culture

There was an overwhelming agreement between the interviewees that organizational culture has a strong influence on strategy implementation. Match between strategy and culture was crucial for successful implementation of strategy. The study revealed that the organizational culture supports the implementation of strategies.

The respondents were of the opinion that the organizational culture factors that affect strategy implementation were how managers make decisions, leadership style of managers and the dominant values and beliefs. Poor organization rewarding culture, poor structure of office, inadequate staff, and poor regional representation were cited by the respondents as other challenges that KEBS faces in its strategy implementation efforts.

4.3.2 Communication

The respondents indicated that they get feedback from employees regarding issues arising during implementation. This is communicated through letters seeking clarifications or

reports. Feedback was also gotten through the departmental meetings, workshops and seminars and arising from correspondences to head of department. It was revealed that the reaction of employees can give a guideline and also serves as a feedback mechanism. Communication needed to be encouraged in the organization as a strategic management tool. Organizational communication plays an important role in training, knowledge dissemination and learning during the process of strategy implementation.

4.3.4 Information Communication Technology Infrastructure

Information Communication Technology dictates most of the operations in KEBS. The ICT section though regarded as one offering support plays a key role in the realization of the objectives of the departments. The interviewees pointed to it as being the facilitator to their objectives. It opens up the department to the fast moving world of Information Technology.

The study found that KEBS has an ICT strategy that aims to improve performance and evaluation of strategies. The interviewees indicated that developments in the information technology strategy include the use of document management system, the use of ICT applications/automation and programmes in the various areas e.g. Laboratory information system (LIMS), online functions e.g. booking of cars and use of social media applications e.g. Facebook, Twitter, LinkedIn to get feedback and inform feedback on their various programmes. This has led to cost reduction and time management due to savings in paper and time for performing various processes.

4.3.5 Leadership

The management of KEBS was in the forefront in providing leadership to enable strategy implementation. The interviewees indicated that they provided the needed guidance and direction toward achieving the targeted results of the departments. The management showed an active team spirit in the strategy implementation process. Appointments to key positions are deemed to be on merit and operations are as per the statutory requirement.

Some interviewees argued that senior management take the lead in strategy implementation through personally presiding through the strategy implementation process and allocating adequate resources for the process. In addition, interviewees stated that senior management takes the lead in strategy implementation through selecting a team to help with implementation of the strategic plan as well as reviewing progress of the strategy implementation process.

4.3.6 Organizational Structure

The interviewees were asked to describe how the current organizational structure supports or hinders the implementation of strategies. It was confirmed that the organizational structure helps in formulation, design and implementation of policies and programs and regulates the communication from the bottom to the top and also helps in decision making. The organizational structure of KEBS was observed as appropriate with regard to strategy implementation. The interviewees indicated that the current structure was based on clear functional organizational operations which make it appropriate and supportive to strategy implementation.

4.3.7 Employee Involvement

The interviewees were asked to indicate whether involvement of employee affect strategy implementation. The interviewees agreed that the level of participation and involvement of employees affect strategy implementation. They indicated that it was key in determining the commitment and understanding of the strategy implementation by employees. In addition, they stated that participation and involvement of employees helps them to acquire both technical and interpersonal skills for strategy implementation and affects staff commitment, understanding, training, efficiency and effectiveness.

The interviewees cited several ways through which employees are empowered to implement chosen strategies. Some of the ways through which employees are empowered were; breaking down the strategy into activities and work plans for ease of implementation; provision of employees with necessary resources to execute the chosen strategies; training of employees based on needs assessment conducted by Human Resource department, rewards and differentiation based on performance and job descriptions.

4.4 Influence of Strategy Implementation on Performance at KEBS

The interviewees were asked various questions relating to influence of strategy implementation on performance at KEBS. The findings of the study are as shown in subsequent sections.

4.4.1 Influence of Strategy Implementation at KEBS

The interviewees were asked to indicate how strategy implementation influences performance in their organization. The study revealed that strategy implementation was a

critical factor in improving the performance of the organization and it does so through: employee performance, employee retention and attraction, greater market coverage on surveillance, improve turnaround time on sample analysis and increased number of clients on ISO certification.

4.4.2 Influence of Strategy Implementation on Quality of Services Offered

The interviewees were asked how strategy implementation influenced the quality of services offered by the organization, they indicated that more organizations are being ISO certified, more manufacturers complying with their standards, analyzed samples are complying with the standards and employees in the organization are motivated.

4.4.3 Influence of Strategy Implementation on Compliance Level among the General Public on Quality Standards

The interviewees were asked to indicate how strategy implementation has affected the compliance level among the general public on quality standards. They indicated that there was improved market surveillance and communication to manufacturers and business people on the importance of compliance to standards, improvement in testing of samples with current automated machines which provide accurate results thus enable customers to ensure that their products comply with the standards and continuous auditing of ISO registered firms has ensured organizations comply with ISO standards as required.

4.5 Discussion

The study found out that adequate leadership is needed for effective implementation of strategy as this will ensure all organizational effort is united and directed towards achievement of organizational goals. This finding concurs with that of Beer and Eisenstat (2000) who identified leadership as a key ingredient in strategy implementation and for

any strategy to be effectively implemented, the chief executive officer (CEO) and top management must emphasize the various interfaces within the organization.

The study also revealed that the match between strategy and culture was crucial for successful implementation of strategy in the organization which is in line with the finding of Rajasekar (2014) categorizes factors affecting strategy implementation as leadership style, information availability and accuracy, uncertainty, organizational structure, organizational culture, human resources and technology.

The study further found out that communication within an organization plays a key role in facilitating flow of information between units and departments for efficient service delivery. It promotes knowledge dissemination and learning during the process of strategy implementation which is consistent with the finding of Peng and Littlejohn (2001) who established that communication enables the utilization of different components of resources in an organization for efficient service delivery. They argue that communication within an organization facilitates transfer of knowledge for efficient service delivery and learning during the process of strategy implementation.

The study established that the level of participation and involvement of employees affect strategy implementation by determining the commitment and understanding of the strategy implementation which is in agreement with the finding of Chimanzi and Morgan's (2005) who argue that involvement of staff in strategy formulation smoothens the strategy implementation process by eliminating bottlenecks of resistance during implementation.

The study found out that strategy implementation was a critical factor in improving the performance at KEBS through employee performance, employee retention and attraction, greater market coverage on surveillance, improve turnaround time on sample analysis and increased number of clients on ISO certification. This finding concurs with that of Njagi and Kombo (2014) who reveal that there is a moderately strong relationship between strategy implementation and organizational performance.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents summary, conclusions and recommendations of the study. The objectives of the study were to establish the influence of strategy implementation on performance of Kenya Bureau of Standards.

5.2 Summary of Findings

The study revealed several factors affecting strategy implementation at KEBS. These include the organizational structure, organizational culture, leadership style, communication, employee involvement and Information Communication Technology infrastructure. These factors either support or hinder the implementation of strategies in the organization. As stated favorable organizational culture on how managers make decisions, leadership style of managers and the dominant values and beliefs enhances the success of strategy implementation. Adequate leadership is needed for effective implementation of strategy as this will ensure all organizational effort is united and directed towards achievement of organizational goals. Organizational structure should be compatible with the chosen strategy as it is through structure that organizations are positioned so as to execute their strategy. ICT section was regarded as one offering support and plays a key role in the realization of the objectives of the departments. The level of participation and involvement of employees affect strategy implementation as it was key in determining the commitment and understanding of the strategy implementation by employees.

The study also established that strategy implementation was a critical factor in improving the performance at KEBS through employee performance, employee retention and attraction, greater market coverage on surveillance, improves turnaround time on sample analysis and increased number of clients on ISO certification. The study also found out that there was improvement in testing of samples with current automated machines which provide accurate results thus enable customers to ensure that their products comply with the standards and continuous auditing of ISO registered firms has ensured organizations comply with ISO standards as required.

5.3 Conclusion

Strategy implementation is no doubt the most difficult part of strategic management process and many strategies fail at the implementation stage. The study concludes that for an organization to successfully implement its strategy, it must ensure the existence and alignment of all strategy supportive aspects of the organization. There must be a fit between strategy and structure, between strategy and culture, between strategy and communication, between strategy and the ICT infrastructure, between strategy and leadership and between strategy and employee involvement.

The study concludes that strategy implementation was a critical factor in improving the performance of the organization and it does so through employee performance, employee retention and attraction, greater market coverage on surveillance, improve turnaround time on sample analysis and increased number of clients on ISO certification.

5.4 Recommendation

The study recommends that management should work toward effective communication to ensure that strategic issues are communicated at the right time to achieve the strategic goals, culture and strategy should be compatible to achieve high performance and there is need to point out key functions and tasks necessary for successful strategy execution provide coordination among various organizational units, groups activities into organization units and determine the degree of authority to give to each unit.

Technology plays a big role in ensuring that the department achieves its objectives. The study therefore recommends that the KEBS should employ a world class state of technology. This is in terms of equipment, infrastructure and skills.

Performance Management is an enabling factor related to the organization and a contributor to successful strategy implementation. The study recommends that performance management needs to be further embedded and rolled out across KEBS. All employees need to be stakeholders in the future direction of the organization. Their daily performance and activities should be measured along the specific milestones and core values identified by the strategic plan.

5.5 Limitations of the Study

The study having adopted a case study design makes it difficult to generalize the findings. This is because a case study allows for in-depth study of a given unit and in this context strategy implementation at KEBS. The results of the analysis cannot be inferred to other organizations.

The research was a case study involving an in-depth study provided by content analysis. Subjectivity of the researcher in the way he/she understands information given and the generalization of the findings may not be favorable since no set rules are followed in collection of the information.

5.6 Recommendation for Further Study

The study investigated influence of strategy implementation on performance of Kenya Bureau of Standards. Further research should be undertaken in similar parastatals to find out influence of strategy implementation on performance. There is a need to carry out research on influence of strategy implementation on performance within similar context.

The researcher suggests that a study whose respondents include middle and lower staff would provide greater insights on the influence of strategy implementation on performance. This would focus on their involvement, role of management and the performance. Their contribution to the success of the strategy implementation process is vital thus the need to find out their take on the whole process.

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APPENDICES

APPENDIX I: LETTER OF TRANSMITTAL

25th July, 2016

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: INTRODUCTORY LETTER – RESEARCH PROJECT

I am a graduate student in the School of Business at the University of Nairobi. In partial fulfillment of the requirements of the degree of Master of Business Administration, I am conducting a research on *'INFLUENCE OF STRATEGY IMPLEMENTATION ON PERFORMANCE OF KENYA BUREAU OF STANDARDS'*

I kindly request your input through arranging for an interview. Please note that your honest responses will be strictly confidential and purely for academic purpose.

Your acceptance to complete this questionnaire is greatly appreciated.

Thanking you in advance for your co-operation

Sincerely,

Muendo Bonface Mbithi

Reg No.: **D61/66741/2010**

Tel: +254 721218046 / 731909979

Email: kaske18@yahoo.com

APPENDIX II: LETTER OF INTRODUCTION



**UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS
MBA PROGRAMME**

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

P.O. Box 30197
Nairobi, Kenya

DATE 4/8/2016

TO WHOM IT MAY CONCERN

The bearer of this letter BONIFACE MBITHI Mwendu

Registration No. DG1/66741/2010

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
MBA ADMINISTRATOR
SCHOOL OF BUSINESS**



APPENDIX III: INTERVIEW GUIDE

INFLUENCE OF STRATEGY IMPLEMENTATION ON PERFORMANCE OF KENYA BUREAU OF STANDARDS

Section A: Demographic Information

- 1) What is your position at KEBS?
- 2) How many years have you worked at KEBS?

SECTION B: FACTORS AFFECTING STRATEGY IMPLEMENTATION AT KEBS

- 3) What are key factors to consider when implementing a strategy?
- 4) In what ways do the factors identified above affect strategy implementation process?
- 5) What has the organization done to mitigate the effects of the above factors on strategy implementation?
- 6) In what ways has leadership affected strategy implementation at KEBS?
- 7) How has communication affected strategy implementation at KEBS?
- 8) How has human capital affected strategy implementation at KEBS?
- 9) How has employee involvement in strategy formulation affected strategy implementation at KEBS?
- 10) How has technological infrastructure affected strategy implementation at KEBS?
- 11) What other factors have influenced strategy implementation at KEBS?

SECTION C: INFLUENCE OF STRATEGY IMPLEMENTATION ON PERFORMANCE AT KEBS

- 12) In what ways has strategy implementation influenced KEBS?
- 13) What performance measures have been affected by strategy implementation?
- 14) How has strategy implementation influenced the quality of services offered by the organization?
- 15) How has strategy implementation affected the compliance level among the general public on quality standards?