

FACTORS AFFECTING STRATEGY IMPLEMENTATION: A CASE OF THE KENYA POLICE HEADQUARTERS

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Abstract

The aim of this study was to establish the factors affecting strategy implementation at the Kenya Police Service Headquarters. The study specifically focused on four main variables of strategy implementation which were resource availability, organization culture, organization structure and organization leadership. Three theories including Max Weber's Bureaucratic Model, New Public Management Theory and the Systems Model were used to explain their relationship with the study conducted. The study adopted a descriptive research design. The target population consisted of employees at the Kenya Police Service Headquarters with a total number of 345 employees. The study used both stratified sampling and simple random to select a sample of 69 employees. Closed-ended questionnaires were used as the research instrument to collect primary data. The data was analyzed using both descriptive statistics and inferential statistics establish the factors affecting strategy implementation at the Kenya Police Service Headquarters. The study revealed that there was a relationship between the independent variables – resource availability, organization culture, organization structure and organization leadership and the dependent variable – organizational performance. The study established that the key factors that affect strategy implementation were supportive goal achievement, integrity, taking initiative, developing and practicing leadership, delays in decision making, heavy hierarchical structure, business coaching and individual initiative. The study recommends that the Kenya Police Service should have a policy on strategy implementation which highlights the various resources that should be availed for the smooth implementation process. It is also recommended that the Kenya Police Service should come up with a positive organizational culture that all its employees should adhere to. Another recommendation is that the Kenya Police Service should consult and allow all its employees to participate in the formulation of its strategic plan. It is recommended that the Kenya Police Service should allow individual officers to take initiative and explore new ways of doing things instead of waiting for orders from above. Another recommendation is that the Kenya Police Service should include in their training policy a provision for training all employees on strategic planning and what it entails.

Key words: Strategy implementation, resources availability, organization culture, organization structure, organization leadership

INTRODUCTION

Strategic management is an externally oriented management philosophy that helps managers in their navigation through the ever-changing environment in order to be efficient and effective not only in the short term but also in the long run (Hrebiniak, 2006). According to Kurendi (2013), the adoption of strategic management considers that organizations engage in the formulation of strategy which, if effectively implemented guarantees the success of an organization. Harrington (2006) explains that strategy implementation is an interactive process of implementing strategies, policies, programs and action plans that allows an organization to utilize its resources to take advantage of opportunities in the competitive environment. According to Mbaka and Mugambi (2014), strategy implementation is more important for the organization than the strategy formulation because if the strategy is not successfully implemented by the staff and management, its cost and damages grow more than the failure of strategy formulation.

Pearce and Robinson (2007) categorize components of strategy implementation that managers have to take into consideration during implementation into; the structure, systems, shared values and leadership. The stronger the fits created between these components, the greater the chances of successful strategy implementation. According to the White Paper of Strategy Implementation of Chinese Corporations in 2006, strategy implementation has become the most significant management challenge which all kinds of corporations face at the moment. The survey reported that 83 percent of the surveyed companies failed to implement their strategy smoothly, and only 17 percent felt that they had a consistent strategy implementation process.

Mapeter et. al. (2012) stated that the reasons which cause failure of the strategies despite having the best strategies where organizations could not bring forth results in Zimbabwe was only on account of negative leadership behavior which shows the strategy executive people were not liable as they were less committed to the strategy. Due to lack of creative strategic vision in the organization, they could not motivate and boot up the morale of staff to obtain the determined objectives. Further, communication among the middle level management and high level management in organization remained very low.

In Kenya, according to Maxwell, Kepha and Joseph (2013), policy regulations, management competencies and the resource allocations determine successful implementation of the strategic plans. Inadequate resource allocations have a direct bearing on the implementation of which invariably affects the attainment of the organizational goals. According to Franken, Edwards and Lambert, (2009) organizations fail to implement about 70 per cent of their new strategies. It has been reported that, in most cases, companies' strategies deliver only 63% of their promised financial value (Mankins and Steele, 2005), a shortfall that again can be attributed to weak implementation. Even more shockingly, Kaplan and Norton (2006) argued that 95% of a company's employees are unaware of or do not understand their company's strategy.

In a study that involved consultations with practicing managers, Verweire (2014) uncovered five foundational causes for an unsuccessful strategy implementation as: undue focus on financials in strategy discussions; lopsided emphasis on functional strategies at the expense of sound business strategy; fragmented implementation; failure to translate strategy into action; and poor leadership.

As presently constituted, the National Police Service is created pursuant to the Constitution of Kenya, 2010. Specifically, it is anchored on the National Police Service Act 2011 and the National Police Service Commission Act 2011. In accordance with the provisions of the above, the National Police Service consists of: The Kenya Police Service (KPS), the Administration Police

Service (APS) and The Directorate of Criminal Investigation (DCI). The National Police Service is under the independent command of the Inspector General, while the Kenya Police Service (KPS), the Administrative Police Service (APS) and the Directorate of Criminal Investigation (DCI) are each headed by a Deputy Inspector General (www.kenyapolice.go.ke). According to Article 244 of the Constitution, the overall objectives and functions of the National Police Service, are to: strive for the highest standards of professionalism and discipline among its members; prevent corruption and promote and practice transparency and accountability; comply with constitution standards of human rights and fundamental freedoms; train staff to the highest possible standards of competence, integrity, respect for human rights and fundamental freedoms and dignity, and foster and promote relationships with the broader society (www.kenyapolice.go.ke).

The Kenya Police Service is established in the Republic of Kenya to maintain law and order, preserve peace, protect life and property, prevent and detect crime, apprehend offenders as well as enforce all laws and regulations with which it is charged. As outlined in Part III, Section 24 of the National Police Service Act, the functions of the Kenya Police are to: Provide assistance to the public when in need; maintenance of law and order and preservation of peace; protection of life and property; investigation of crimes and collection of criminal intelligence; prevention of crime and apprehension of offenders; enforcement of laws and regulations with which it is charged, and; performance of any other duties as may be assigned by the Inspector General in accordance with the law (www.kenyapolice.go.ke). The Directorate of Planning is the key organ of the KPS that is responsible for strategy. It is based at the Police Headquarters Vigilance House. As such, the Directorate spearheaded the preparation of the Service's strategic plans, including for the periods 2003-2007, 2008-2012, and the current plan, 2013-2017. While strategic planning is commendable, that is only half the job; in fact the far bigger and tougher part is realizing the aims and objectives of the plan through meticulous implementation (www.kenyapolice.go.ke). This study therefore sought to establish the factors that influence the strategy implementation at the KPS, specifically looking at the availability of resources, organization structure, organization culture and organization leadership.

Statement of the Problem

According to Hrebiniak (2006), many organizations face significant difficulties with regards to strategy implementation process. Magambo (2012) established that inadequate funding and untimely disbursement of resources was a hindrance to the effective implementation of strategies in public corporations. His study also established that staff resistance to change and lack of skills to some extent affected the implementation of strategies by the organizations. In Kenya, the trend is no different as strategy formulation and implementation is as old as the country's independence, yet the country has still lagged behind in various areas of development and service delivery (Opiyo, 2006). As a result, the government in 2003 initiated reforms aimed at improving the performance of the public service by introduction of the strategic management which was based on government's development plan in Vision 2030 (Korir, Rotich and Bengat, 2015).

Organizations also face specific challenges that relate to its structure, nature of operations and other environmental and historical factors. In Kenya, many studies have been done addressing challenges in strategy implementation. Just like in the international arena, their findings vary with context. For the KPS, various official reports, including the John Kriegler Report (2007), the Ransley Report (2008), the Philip Waki Report (2008) and the Kenya Police Task Force on

Reforms (2009) have all emphasized the need for reforms to augment effectiveness, which may be equated with successful strategy implementation. According to Keter (2015), studies have shown that most firms have failed to properly execute strategies despite having well-articulated strategies. This study therefore sought to establish the factors that influence strategy implementation at the Kenya Police Service Headquarters.

Objectives of the Study

The overall objective of this study was to investigate the factors that influence strategy implementation at the Kenya Police Service Headquarters whereas its specific objectives were four, namely:

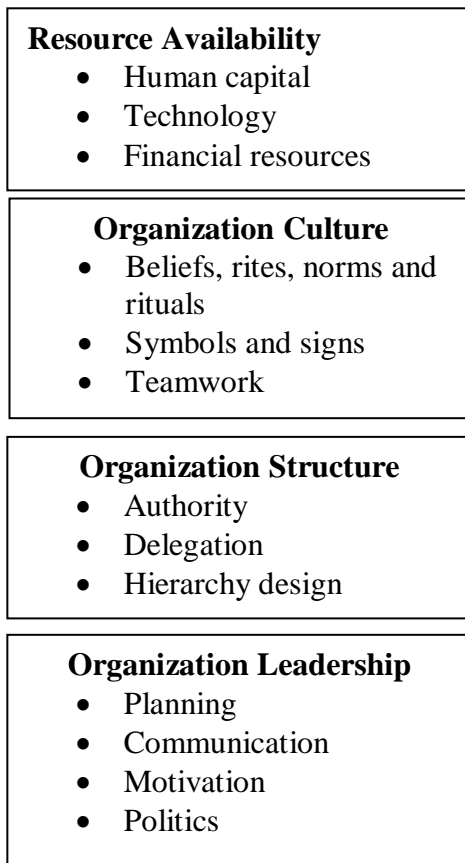
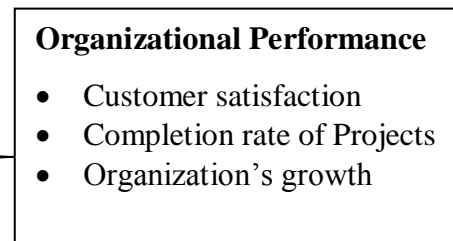
- i. To establish the influence of resource availability on strategy implementation at the Kenya Police Service Headquarters.
- ii. To determine the impact of organization culture on strategy implementation at the Kenya Police Service Headquarters.
- iii. To explore the impact of organization structure on strategy implementation at the Kenya Police Service Headquarters.
- iv. To determine the impact organization leadership on strategy implementation at the Kenya Police Service.

Significance of the Study

The findings of this study will be of significance to various stakeholders in the security sector both in Kenya and across the developing world, where the challenges share remarkable similarities. First, it will distil strategy lessons for the Police Service itself in terms of operational efficiency to make better strategic plans with an improved chance of effective implementation. It will also be useful to policymakers in the security sector, including at the Independent Policing Oversight Authority (IPOA) and the National Police Service Commission (NPSC) as well as the relevant ministry, in this case the Ministry of State for Interior and Coordination of National Government. The study findings will also be helpful to trainers of police officers and recruits at the various cadres, as well as to researches and academicians in general.

Conceptual Framework

The study was guided by the following conceptual framework:

Independent Variables**Dependent Variable**

Source: Adopted from literature review

From the framework above, strategy implementation is explained by four elements, namely: resource availability which involves human capital, technology and financial resources; organization culture which involves beliefs, norms, symbols, signs and teamwork; organization structure under the parameters authority, delegation and hierarchy design; and organization leadership under the parameters planning, communication, motivation and politics. By means of arrows, these strategy implementation elements are capable of influencing organizational performance through indicators such as customer satisfaction, completion rate of projects and organization's growth.

LITERATURE REVIEW***Theoretical Framework******Max Weber's Bureaucratic Model***

Max Weber characterized bureaucracy as a system of administration where, for the purpose of achieving efficiency, an organization's operations for achievement of results are guided by laid down rules, regulations, procedures and methods. It is a system where emphasis is placed on legal-rational leadership, knowledge, qualification and experience as the criteria for selection into organizations. Positions which are hierarchically organized are determined by knowledge, qualification, skills and experience. Rewards and promotions are awarded on merit. His concern was how to ensure cohesion in social organizations and achieve set objectives through efficiency (Thompson, 2005). According to Weber (1946), bureaucracy is, from a purely technical point of

view, capable of attaining the highest degree of efficiency and is in this sense formally that most rational known means of carrying out imperative control over human beings.

This theory relates to this study as it shows the importance of having laid down rules, regulations, procedures and methods that are essential in the successful implementation of any strategy. The theory shows how through cohesion organizations can achieve their set objectives through efficiency.

The New Public Management Theory

The New Public Management (NPM) has in its central design the idea of flexibility in the use of private management tools to improve performance in public organizations. The theory has more than one application in public organizations to private sector of specific principles. It involves a new language, a new philosophy, a new conception of society, the state's role in society. Characteristic elements of the new public management can be systematized as follows: the introduction and the use of performance indicators and quality standards for public services; the preference for specialized administrative structures, with well-defined purpose, at the expense of large bureaucratic structures, with rigid hierarchies, with multiple purposes; the use of contractual models to define the hierarchical relationships of administrative institutions; the widespread use of market and market mechanisms for providing public services; the disappearance of clear borders between management solutions used in public and private organizations; the flexibility in supporting alternatives to direct offers of goods and services from the public sector, giving priority to solutions that value on efficiency in spending public money; creating a new competitive environment for organizations, and; new forms of budgetary and financial management to support features such new public management approach presented (Lambrou,2007).

This theory was relevant to this study as strategic management is essentially a private sector practice that has been borrowed and utilized by the public sector in pursuit of enhanced service delivery. However, for it to work in the public sector as well, strategic planning needs other co factors, especially the enabling organizational cultural framework that animates the actions of all employees in pursuit of common goals and objectives.

Systems Model

The system model emphasizes the means needed for the achievement of specific ends in terms of inputs, acquisition of resources, leadership, structures and processes (Henri, 2003). The model explains the effectiveness and the ability to obtain necessary resources from the environments outside the organization (Schermerhorn, Davidson and Woods 2004). The application of system resource can be effective if a vivid relation exists between the resources which an organization receives and the goods or services it produces. This model invites managers to consider the organization not only as a whole but as a part of a larger group as well.

The researcher adopted this model in the study since it emphasizes the internal factors like leadership, resources, structures and cultures that is indeed essential to enhance service delivery. It also does not look into the independent components alone but rather dependent variables in the study.

Empirical Review

Relationship between Resource Availability and Organizational Performance

Gitahi (2012) highlights that organizations in today's dynamic environment would only be successful if they could operationalize strategy by using appropriate leadership to align culture and resources so as to obtain a match with their stakeholder's resources in order to implement a strategy successfully. Hamid, Maheen, Cheem and Yaseen (2017) further highlight that the higher level of compensation management, organizational citizenship behavior and employee development practices lead to a higher level of organizational performance. Ismail, Uli and Abdular (2012) recommend that internal capabilities and their resources are necessary to achieve competitive advantage.

Relationship between Organization Culture and Organizational Performance

Kamaamia (2017) postulates that all constituent components of organizational culture including goal oriented measures, work oriented measures, employee oriented measures, open culture system, and professional work culture enhance organizational performance. Ahmed and Shafiq (2014) further highlight that all the dimensions of the culture influence the different perspective of organizational performance. According to Oduol (2015), for performance of firms to improve, present organization culture should be supportive and compatible with intended strategies and day to day running of activities of employees.

Relationship between Organization Structure and Organizational Performance

John (2017) highlights that organizational structure is seen as the hierarchy through which a group, business or organization of people collaborate to achieve a set of objectives and common goals. The study shows that organizational structures that are inorganic and less versatile tend to cause miscommunication in the overall strategy of the organization while open, fluid organizational structures have exemplary performance measurements. Hassan (2014) postulates that centralization and formalization strongly and negatively influence the creativity management at workplace whereas work specialization has a less significant negative influence on employees' creativity as compared to the other two elements of organizational structure. Further, Root (2017) highlights that the structure of an organization sets the hierarchy for responsibility and creates the various levels of communication within an organization.

Relationship between Organization Leadership and Organizational Performance

Semuel, Siagian and Octavia (2017) highlight that leadership (indicated by human capital and ethical practices) affect directly the company's performance (demonstrated by the growth rate and return on sales company) and that leadership also affects company's performance indirectly through innovation. Karamat (2013) postulates that leadership behaviors are very important key factors for the growth of the companies in the service sectors. Danisman, Osuntas and Karadag (2015) also highlight that leadership has a medium-level effect on organizational performance.

Research Methodology

This study adopted descriptive research design and statistical approach since it allowed the researcher to seek out accurate information and adequate descriptions of the phenomena of interests

as they naturally exist, thus portraying the characteristics of the phenomena as accurate as possible (Sekaran and Orodho, 2003).

The target population in this study consisted of 345 employees of KPS based at the headquarters who include top level managers, middle level managers and operational staff. The study therefore sampled 20% of the target population which resulted to 69 employees as shown in Table 1 below. When a few characteristics are known about a population, stratified random sampling is preferable because the population may be arranged in sub-groups and then a random sample may be selected from each of these sub-groups (Lohr, 2010).

Table 1: Distribution of Target Population and Sample Size

Category	Target Population	Sample Size
Accounts and Finance	79	16
HRM and D	118	24
Administration	68	13
Audit	34	7
ICT	46	9
Total	345	69

A questionnaire was used as the main research instruments for data collection. The questionnaire was formulated under the light of the norms of formulating an efficient and effective questionnaire. It was a structured questionnaire consisting of closed ended questions for the purpose of obtaining richer information.

Descriptive analysis was done and the presentation was based on the descriptive statistical measures of central tendency. SPSS was therefore useful in transferring the data into more understandable information through coding, tables and graphical representation of the findings. The descriptive analysis assisted the researcher to make a conclusion on the factors influencing strategy implementation at KPS. Factor analysis was also used to establish the influence of strategy implementation on organizational performance. Factor analysis is a technique that is used to reduce a large number of variables into fewer numbers of factors. This technique was used to extract maximum common variance from all variables and put them into a common score. Eigenvalues were used to show the variance explained by that particular factor out of the total variance.

Results and discussion of findings

Table 2: Influence of Organization Structure on Organizational Performance

In order to establish the influence of organization structure on organizational performance, a number of questions were drawn from the variable, strategy implementation. The results are as presented in the table below.

Items	Strongly Disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly Agree (%)
a) Like all Police and military forces worldwide, the Kenya Police Service structure is heavily hierarchical	-	-	-	90.9	9.1
b) The Kenya Police Service officers find it easy to make decisions when they are assisted by direct orders from their superiors	-	-	4.5	66.7	28.8
c) The only way to get job satisfaction in the Kenya Police Service is to climb through the ranks and attain a senior position, where the perks and terms of service are more competitive	-	-	6.1	40.9	53.0
d) Police officers of all ranks in the Kenya Police Service force are equally motivated	78.8	21.2	-	-	-
e) A police officer would be more effective if they were all equally knowledgeable about the strategic plans of the Service	-	-	-	24.2	75.8
f) Sometimes too much hierarchy delays decision making in emergency situations as decisions have to be referred higher up	-	-	1.5	21.2	77.3
g) There is strong coordination among the various branches of the Kenya Police Service	-	53.0	37.9	9.1	-
h) The level of communication up and down the hierarchy is very good	19.7	47.0	21.2	12.1	-
i) Lower level Police officers are not expected to know or understand the strategic plan, only to act as guided	-	53.0	37.9	9.1	-

As presented in Table 2 above, majority of the respondents 90.9% strongly agreed that like all police and military forces worldwide, the Kenya Police Service structure is heavily hierarchical while 66.7% of the respondents disagreed that the Kenya Police Service officers find it easy to make decisions when they are assisted by direct orders from their supervisors. This is supported by

Hassan (2014) who established that centralization and formalization strongly and negatively influence the creativity management at workplace whereas work specialization has a less significant negative influence on employees' creativity as compared to the other two elements of organizational structure. Further, 53% of the respondents strongly agreed that the only way to get job satisfaction in the Kenya Police Service is to climb through the ranks and attain a senior position, where the perks and terms of service are more competitive. This can be supported by Root (2017) who established that a strong corporate structure that is designed to grow with the organization can maintain corporate productivity during times of growth and allow for structural improvements that will be necessary as the organization expands.

Majority of the respondents 78.8% strongly disagreed that police officers of all ranks in the Kenya Police force are equally motivated. On the contrary, Kanten, Kanten and Gurlek (2014) established that organic organization structure has no direct effect on job embeddedness and individual adaptive performance. 54.5% of the respondents further disagreed that leadership potential in the Kenya Police Service is not affected by rank held, and one can develop and practice leadership at any rank. In contrast, John (2017) established that open, fluid organizational structures have exemplary performance measurements.

In relation to whether a police officer would be more effective if they were equally knowledgeable about the strategic plans of the service, 75.8% strongly agreed that a police officer would be more effective. This is supported by John (2017) who states that miscommunication largely affects the execution of tasks and objectives and the organization's performance measurements. The study also found that 77.3% of the respondents strongly agreed that sometimes too much hierarchy delays decision making in emergency situations as decisions have to be referred higher up. Root (2017) states that the bureaucracy that can sometimes develop in an organizational structure can stifle that creativity and hurt productivity. He noted that flaws in the organizational structure that cause breakdowns in communication or lapses in responsibility need to be repaired to facilitate efficiency.

Regarding whether there is a strong coordination among the various branches of the Kenya Police Service, 53% of the respondents disagreed. Oke, Fadeyi and Ajagbe (2015) recommend that organizations should endeavor to have well defined structure in place in order to achieve the set objectives. Further, 47% of the respondents disagreed that lower level police officers are not expected to know or understand the strategic plan, only to act as guided. According to Hassan (2014), work specialization has a less significant negative influence on employees' creativity as compared to the other two elements of organizational structure. Root (2017) also established that the manner in which a organizational structure is set up and administered can have a direct effect on company productivity.

Factor analysis

The study further carried out a factor analysis to extract the eigenvalues of organization structure that influence organization performance. Table 3 below shows the results.

Table 3: Eigenvalues of the Organization Structure Factors that Influence Organization Performance Items Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.557	25.573	25.573	2.557	25.573	25.573
2	1.672	16.717	42.290	1.672	16.717	42.290
3	1.492	14.918	57.208	1.492	14.918	57.208
4	1.159	11.586	68.795	1.159	11.586	68.795
5	.918	9.181	77.976			
6	.792	7.924	85.900			
7	.540	5.396	91.295			
8	.393	3.927	95.222			
9	.248	2.480	97.703			
10	.230	2.297	100.000			

Extraction Method: Principal Component Analysis.

Before extraction there are 10 linear components identified within the data. It is clear that there are four (4) factors with eigen values greater than 1. The percentage of the variance for these values is explained in column two labelled extraction of sums of squared loadings. While in the third column (rotation sum of squared loadings) the eigen values of the factors after rotation are displayed. From the table we can see that factor 1 accounted for considerable more variance (25.573%) than the remaining six. After extraction it still accounts for 25.573% of variance. In total the four factors explained 68.795 of the variance. The results are in tandem with those of Maduenyi, et. al. (2015) who established that organization structure has an impact on organizational performance. Their study recommended that organizations should endeavor to have well defined structure in place in order to achieve the set objectives.

Component Matrix for the Organization Structure Factors

A component matrix to shows the organization structure factors that influence organizational performance was carried out and the results are shows in Table 4 below.

Table 4: Component Matrix for the Organization Structure Factors that Influence Organizational Performance at the Kenya Police Service

	Component 1
Developing and practicing leadership	0.821
Delays in decision making	0.680
Heavy hierarchical structure	0.665
Understanding strategic plan	0.615

Extraction Method: Principal Component Analysis.

The component loadings in table 4 indicated that these organization structure items influence organizational performance assess a single underlying construct. All of the factor loadings of the items (components) exceeded the cut off factor of 0.50. This therefore implies that they are said to be highly and practically significant to organizational performance in the Kenya Police Service. The loadings ranged from 0.615 to 0.821. The results are in line with those of Kantan, et. al. (2014) who established that an organization has a fully mediator role between mechanistic organization structure and individual adaptive performance.

Summary of the findings

Based on the results above, developing and practicing leadership, delays in decision making, heavy hierarchical structure and understanding the strategic plan were the key organizational structure factors affecting strategy implementation. Majority of the respondents 90.9% strongly agreed that like all police and military forces worldwide, the Kenya Police Service structure is heavily hierarchical while 66.7% of the respondents disagreed that the Kenya Police Service officers find it easy to make decisions when they are assisted by direct orders from their supervisors. 53% of the respondents strongly agreed that the only way to get job satisfaction in the Kenya Police Service is to climb through the ranks and attain a senior position, where the perks and terms of service are more competitive while 78.8% of the respondents strongly disagreed that police officers of all ranks in the Kenya Police force are equally motivated. 77.3% of the respondents strongly agreed that sometimes too much hierarchy delays decision making in emergency situations as decisions have to be referred higher up while 53% of the respondents disagreed that there is strong coordination among the various branches of the Kenya Police Service. Majority of the respondents 47% disagreed that lower level police officers are not expected to know or understand the strategic plan, only to act as guided.

Conclusions

From the findings in line with organizational structure, the respondents agreed that like all police and military forces worldwide, the Kenya Police Service structure is heavily hierarchical. The respondents disagreed that the Kenya Police Service officers find it easy to make decisions when they are assisted by direct orders from their supervisors. They however agreed that the only way to get job satisfaction in the Kenya Police Service is to climb through the ranks and attain a senior position, where the perks and terms of service are more competitive. The respondents agreed that a police officer would be more effective if they were all equally knowledgeable about the strategic plans of the service. They also agreed that sometimes too much hierarchy delays decision making in emergency situations as decisions have to be referred higher up. However, they disagreed that there is strong coordination among the various branches of the Kenya Police Service and that lower level police officers are not expected to know or understand the strategic plan, only to act as guided.

Recommendations

It is recommendation is that the Kenya Police Service should consult and allow all its employees to participate in the formulation of its strategic plan. This will ensure that each employee is aware of what the strategic plan entails and be proud to be associated with it. This will enhance their performance especially in the implementation phase.

It is also recommended that the Kenya Police Service should allow individual officers to take initiative and explore new ways of doing things instead of waiting for orders from above. This will reduce the delays caused by the bureaucratic structure in the Police Force and also motivate the employees to think out of the box as their initiative ideas will be appreciated.

It is further recommended that the Kenya Police Officers should be trained and sensitized on change management. This will enable them to accept change and be willing to transition from the old way of doing things.

Another recommendation is that the top management at the Kenya Police Service Headquarters should find a way of to ensure that the organization structure is not too hierarchical. In line with this, they should also find a way to ensure that decision making is easier for all their employees. This will ensure that there is faster implementation of the strategic plan.

It is recommended that the Kenya Police Service should put in place a strong coordination team among its various branches. This will make strategy implementation easier and avoid any confusion or delays that may arise from one branch.

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