FACTORS AFFECTING STRATEGY IMPLEMENTATION AT THE KENYA WILDLIFE SERVICES

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DECLARATION

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

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DEDICATION

This work is dedicated to my family for being the force that drives me. God bless you.

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I thank the Almighty God for all the Grace He has given me during my studies at catholic University of Eastern Africa. I wish to extend my sincere gratitude to my project supervisor for their invaluable academic guidance, assistance and patience in the whole process of preparing this project and whom, without their support it would have taken longer time to complete.

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LIST OF ABBREVIATIONS

CEO	Chief Executive Officer
GDP	Gross Domestic Product
IT	Information Technology
KWS	Kenya Wildlife Service
LDCs	Least Developed Countries
NGO	Non-Governmental Organization
SPSS	Statistical Package for Social Science

ABSTRACT

Many organizations are able to generate innovative strategic plans, but few are able to successfully implement these plans. Some researchers note that organizations fail to implement up to 70% of their strategic initiatives (Miller, 2002). The transition from idea to reality or stated differently, the link between strategy and implementation is complex. Literature suggests that successful strategy implementation is difficult to achieve for six key reasons (Rapa and Kauffman, 2005). Kenya Wildlife Service had a five-year strategic plan that ran through the year 2010 to 2014 where the main goal was to make Kenya Wildlife Service which was to make Kenya Wildlife Service make Kenya a tourism hub for wildlife attraction. The objectives were to realign the existing business model with the aim of improving efficiency of Kenya Wildlife Service which was expected to emulate private sector management principles. An evaluation carried out at the end of 2012 revealed that Kenya Wildlife Service was only able to realize 40% of the intended outcomes and inadequate implementation was pointed out to be the major cause (KWS, 2012). This study sought to fill the existing research gap by carrying out a study to establish factors affecting strategy implementation at the Kenya Wildlife Services. The study considered case study design suitable for this study. The study population composed of 166 members of staff in different managerial levels currently working at the Kenya Wildlife Services. Stratified random sampling was used to select a sample of 83 respondents. Questionnaires were used to collect mainly quantitative data. The research administered a questionnaire to each member of the target population. Pilot study was carried out to pretest and validate the questionnaire and the interview guide. Quantitative data collected was analyzed using SPSS (Version 20) and presented through percentages, means, standard deviations and frequencies. The information was displayed by use of bar charts, graphs and pie charts and in prose-form. Content analysis was used to test data that is qualitative nature or aspect of the data collected from the open ended questions. A correlation matrix was developed to analyze the relationships between the study variables as this would assist in developing a prediction multiple models. The study revealed that top managers must demonstrate their willingness to give energy and loyalty to the implementation of strategic plans at KWS to succeed. Coordination helps to improve the efficiency of operations by avoiding overlapping efforts and duplication of work, competent staff members increased efficiencies in processes, resulting in positive performance. the study concludes that op management commitment, effective coordination of activities, staff competencies and ensuring financial resources allocation all had a positive influence on implementation of strategic plans at Kenya Wildlife Services. The management of KWS should enhance initiatives that enhance Coordination, The management of KWS should put into place organization-funded training and professional development activities to enable employees achieve a high level of competence in an efficient manner, provide a mechanism for the recognition of employees' abilities, ensure that individual professional development and training milestones are recorded and acknowledged by the organization, The management of KWS should Sound financial base as it was found to influence the success of strategy implementation process in the organization KWS should show full commitment and demonstrate their willingness to give energy and loyalty in all stages of implementation process.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This study seeks to explore on the background of the study, statement of the problem, study objectives, specific objectives, and research questions, significance of the study, scope of the study and conceptual framework.

1.1 Background of the Study

Strategy implementation has attracted much less attention in strategic and organizational research than strategy formulation or strategic planning. Alexander (2011) suggests several reasons for this: strategy implementation is less glamorous than strategy formulation, people overlook it because of a belief that anyone can do it, people are not exactly sure what it includes and where it begins and ends. Furthermore, there are only a limited number of conceptual models of strategy implementation. Organizations seem to have difficulties in implementing their strategies, however. Researchers have revealed a number of problems in strategy implementation: e.g. weak management roles in implementation, a lack of communication, lacking a commitment to the strategy, unawareness or misunderstanding of the strategy, unaligned organizational systems and resources, poor coordination and sharing of responsibilities, inadequate capabilities, competing activities, and uncontrollable environmental factors (Beer and Eisenstat, 2010).

Ansoff (2009) views strategy in terms of market and product choices. According to his view, strategy is the “common thread” among an organization’s activities and the market. Johnson and Scholes (2002) define strategy as the direction and scope of an organization that ideally

matches the results of its changing environment and in particular its markets and customers so as to meet stakeholder expectation. According to Jauch and Glueck (2004), strategy is a unified and integrated plan that relates the strategic advantages of the firm to the challenges of the environment and that is designed to ensure that the basic objectives of the enterprise are achieved through proper execution by the organization.

Mintzberg and Quinn (2009) also had a hand in strategy definition whereby he perceives strategy as a pattern or a plan that integrates organization's major goals, policies and action into a cohesive whole. Porter (2006) has defined strategy as a creation of a unique and vulnerable position of tradeoffs in competing, involving a set of activities that neatly fit together, that are simply consistent, reinforce each other and ensure optimization of effort. Pearce and Robinson (2007) defines strategy as the company's "game plan" which results in future oriented plans interacting with the competitive environment to achieve the company's objectives. Johnson and Scholes (2002), view strategy as the direction and scope of an organization over the long-term, which achieves advantage for the organization through its configuration of resources within a changing environment, and fulfill stakeholder's expectations.

1.1.1 Concept of Strategy Implementation

Strategy implementation involves organization of the firm's resources and motivation of the staff to achieve objectives. The environmental conditions facing many firms have changed rapidly. Today's global competitive environment is complex, dynamic, and largely unpredictable. To deal with this unprecedented level of change, a lot of thinking has gone into strategy formulation. Strategic management is about managing the future, and effective

strategy formulation is crucial, as it directs the attention and actions of an organization. The assessment of strategy formulation processes becomes crucial for practitioners and researchers alike in order to conduct and evaluate different formulation processes (Olson et al. 2005).

In recent years' organizations have sought to create greater organizational flexibility in responding to environmental turbulence by moving away from hierarchical structures to more modular forms (Balogun, 2003). Responsibility, resources and power in firms has been the subject of decentralization and delayering. Given an intensifying competitive environment, it is regularly asserted that the critical determinant in the success and, doubtlessly, the survival of the firm is the successful implementation of marketing strategies (Chebat, 2009). The role and tasks of those employees charged with strategy implementation duties, the mid-level managers, in these new restructured organizations is under scrutiny.

Historically, numerous researchers in strategic management bestowed great significance to the strategic formulation process and considered strategy implementation as a mere by-product or invariable consequence of planning (Wind and Robertson, 2003). Fortunately, insights in this area have been made recently which tamper our knowledge of developing strategy with the reality of executing that which is crafted (Olson *et al.,* 2005). However, as strategy implementation is both a multifaceted and complex organizational process, it is only by taking a broad view that a wide span of potentially valuable insights is generated.

1.1.2 Kenya Wildlife Services

The Kenya Wildlife Service is responsible for the management and protection of important and critical water catchments areas in Kenya namely; Mt Kenya, Aberdares, Mt. Elgon,

Chyulu and Marsabit. KWS also has an additional role of protection and restoration of the Mau forest. KWS complements in national security, is a lead agency under Kenya roads board for development and maintenance of roads and manages 10 marine parks and reserves which are critical breeding grounds and by extension the sustenance of the fishing industry.

Kenya Wildlife Service controls approximately 8% of the total landmass of the country comprising of 22 terrestrial national parks, 4 marine national parks, 28 terrestrial national reserves, 6 marine national reserves and 5 national sanctuaries. In addition to this, KWS currently controls 125 game stations outside protected areas. Within these parks and stations are infrastructural developments like office and residential blocks, training institutes, workshops, research Centers, bandas, hotels, shops and restaurants, boreholes, road networks, airstrips and related plant and equipment.

Kenya is a signatory to a number of environmental conventions and protocols in which KWS is the designated national authority. These conventions and protocols call for domestication of policy recommendations, strengthening of regional, national and local institutions, public/community participation and development of funding mechanisms to manage the environment and natural resources. Conservation is closely linked with economic development particularly where it underpins tourism, like in Kenya. Kenya Wildlife Service is a core partner in the Government's strategy on formulation and implementation of strategies for tourism and the sustainable exploitation of natural resources, for economic recovery, employment and wealth creation.

Tourism is the second largest contributor to Kenya's economy. The industry's strength is mainly based on Kenya's natural attractions, which include wild game. These wildlife

resources managed by KWS are the backbone of the tourism industry in Kenya. KWS accounts for 90% of Safari Tourism and about 75% of total tourist earnings. Tourism industry accounts for 21% of total foreign exchange earnings and 12% of the Country's GDP. The economic survey of 2005 shows that, earnings from tourism rose to Kshs 39.2b in the year 2004-2005. The sector forecasted to grow at an estimated rate of between 4.5% and 5%.

The contribution of the industry has multiplier effects in other sectors of the economy such as agriculture, horticulture, transport and communications. Other benefits include the protection of water catchments and genetic resources. Considering the above, it is critical that the role of KWS is accorded the proper place in national policy development and resource allocation. This may necessitate the reconsolidation or better co-ordination of activities/mandates of all departments involved in natural and wildlife resources and appropriate segregation of policy, regulatory and implementation roles.

1.2 Statement of the Problem

Strategy implementation is an enigma in many companies. The problem is illustrated by the unsatisfying low success rate (only 10% to 30%) of intended strategies (Raps and Kauffman, 2005). The primary objectives are somehow dissipated as the strategy moves into implementation and the initial momentum is lost before the expected benefits are realized. Successful implementation is a challenge that demands patience, stamina and energy from the involved managers. The key to success is an integrative view of the implementation process (Raps and Kauffman, 2005). Given the important role of government parastatals in the

economy, it is crucial that the whole process of strategy formulation and implementation need to be successful.

The fatal problem with strategy implementation is the low success rate of intended strategies. In research studies it is as low at 10% (Judson, 2001). Despite this abysmal record, strategy implementation does not seem to be a popular topic at all. In fact, some managers mistake implementation as a strategic afterthought and a pure top-down-approach. Instead, management spends most of its attention on strategy formulation. Research emphasizing strategy implementation is classified by Bourgeois and Brodwin (2004) as part of a first wave of studies proposing structural views as important facilitators for strategy implementation success. Beyond the preoccupation of many authors with firm structure, a second wave of investigations advocated interpersonal processes and issues as crucial to any marketing strategy implementation effort (Noble and Mokwa, 2009). Conflicting empirical results founded upon contrasting theoretical premises indicate that strategy implementation is a complex phenomenon. In response, generalizations have been advanced in the form of encouraging: early involvement in the strategy process by firm members (Hambrick and Cannella, 2009); fluid processes for adaptation and adjustment (Drazin and Howard, 2004); and, leadership style and structure (Bourgeois and Brodwin, 2004).

In Kenya a number of studies have been carried out on strategic management among them (Kiptugen,2003) who did a study to determine the strategic responses of Kenya Commercial Bank to a changing competitive environment and (Muturi,2005) who did a study to determine the strategic responses of Christian churches in Kenya to changes in the external environment. To survive in the turbulent environment, organizations have adopted strategic management to help them succeed in the competitive environment in which they operate. Kenya Wildlife

Service had a five-year strategic plan that ran through the year 2010 to 2014 where the main goal was to make Kenya Wildlife Service which was to make Kenya Wildlife Service make Kenya a tourism hub for wildlife attraction. The objectives were to realign the existing business model with the aim of improving efficiency of Kenya Wildlife Service which was expected to emulate private sector management principles. An evaluation carried out at the end of 2012 revealed that Kenya Wildlife Service was only able to realize 40% of the intended outcomes and inadequate implementation was pointed out to be the major cause (KWS, 2012). This study therefore sought to fill the existing research gap by carrying out a study to establish factors affecting strategy implementation at the Kenya Wildlife Services

1.3 Objective of the Study

1.3.1 General Objective

The general objective of this study was to establish factors affecting strategy implementation at the Kenya Wildlife Services

1.3.2 Specific Objectives

The study sought to achieve the following specific objectives:

i. To establish the effect of top management commitment on implementation of strategic plans at Kenya Wildlife Services
ii. To examine the effect of coordination of activities on implementation of strategic plans at Kenya Wildlife Services
iii. To examine the effect of staff competencies on implementation of strategic plans at Kenya Wildlife Services

iv. To assess the effect of financial resources on implementation of strategic plans at Kenya Wildlife Services

1.4 Research Questions

The study sought to answers to the following questions in an attempt to meet its objectives:

i. To what extent does top management commitment affect the implementation of strategic plans at Kenya Wildlife Services?
ii. What are the effects of coordination of activities on implementation of strategic plans at Kenya Wildlife Services?
iii. What are the effects of staff competencies on implementation of strategic plans at Kenya Wildlife Services?
iv. To what extent do financial resources affect implementation of strategic plans at Kenya Wildlife Services?

1.5 Significance of the Study

Management of Kenya Wildlife Service; this study will be of great importance to the management of Kenya wildlife service as they get understand on the strategy implementation at the Kenya wildlife services. It would help them understand the strategy implementation policies and helps different firms achieve success better than others

Policy makers: policy makers in the government will get enlightened on the strategy implementation in government parastatal. The findings of this study will enlighten them when designing polices aimed at enhancing implementation of strategy at government parastatals.

Academician and future scholars; the study will be a source of reference material for future researchers on other related topics; it will also help other academicians who undertake the

same topic in their studies. This study will add to the body of knowledge on the factors affecting strategy implementation.

1.6 Limitation of the Study

The study used questionnaires as the main instrument for collecting data. Secondary data was collected from the firms' annual reports. The researcher had limited control on the respondents in regard to the information that was filled in the questionnaires. The respondents were reluctant to give full information for fear that it could leak to their competitors. Data collection was limited to two weeks which may not have been sufficient. The researcher explained to the respondents that the study was purely academic in order to dispel any fear that the respondents were having. This was done to enhance collection of accurate data. Due to the limited time of data collection, the researcher employed a research assistant to help in data collection.

1.7 Conceptual Framework

A conceptual framework is a research tool intended to assist a researcher to develop awareness and understanding of the situation under scrutiny and to communicate this. A conceptual framework is used in research to outline possible courses of action or to present a preferred approach to an idea or thought. A conceptual framework can be defined as a set of broad ideas and principles taken from relevant fields of enquiry and used to structure a subsequent presentation (Reichel and Ramey, 2007). According to Bogdan and Biklen (2003) a conceptual Framework is a basic structure that consists of certain abstract blocks which represent the observational, the experiential and the analytical/ synthetical aspects of a process

or system being conceived. The interconnection of these blocks completes the framework for certain expected outcomes.

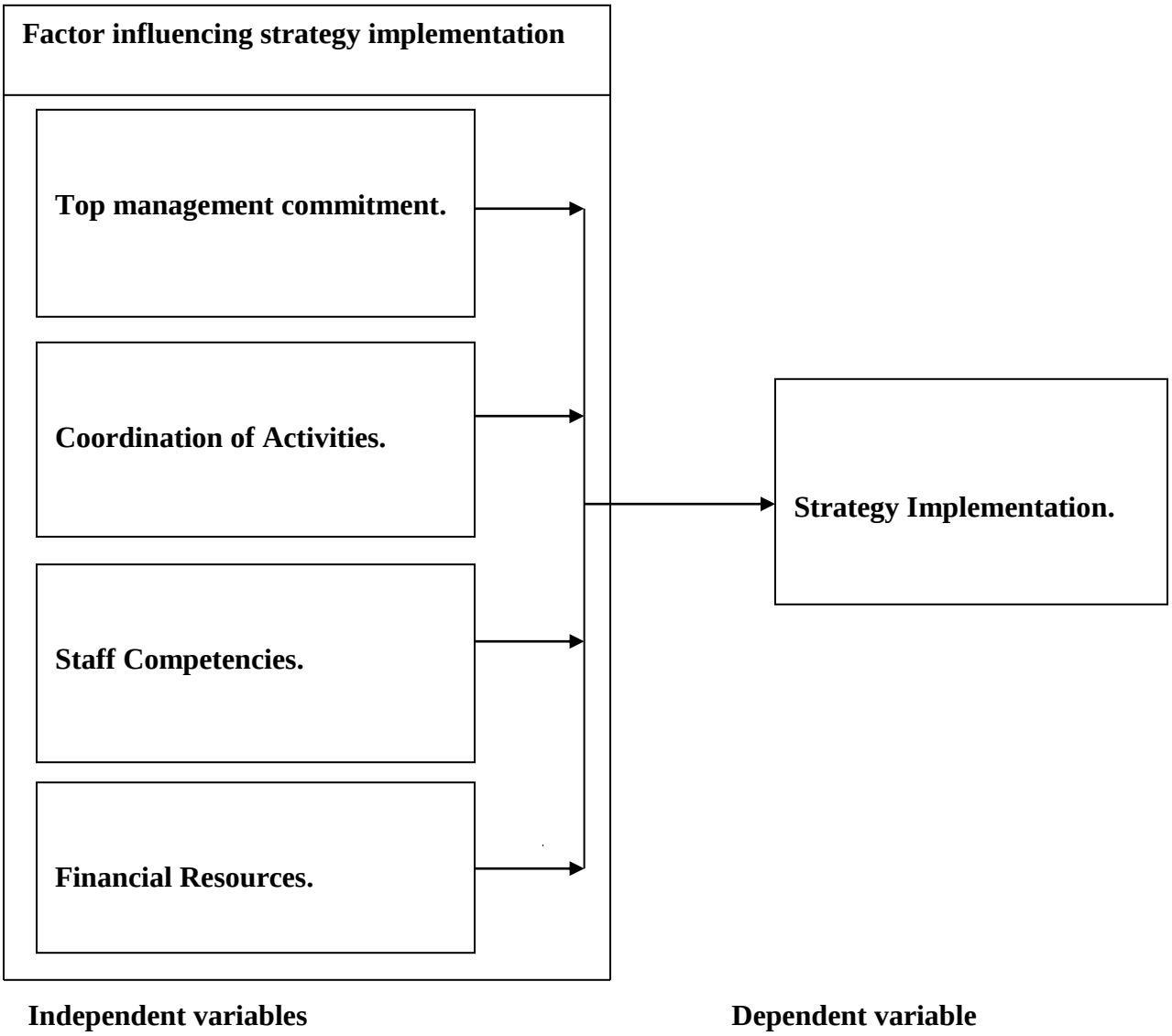


Figure 1.1: Conceptual Framework

Strategy implementation is an iterative process of implementing strategies, policies, programs and action plans that allows a firm to utilize its resources to take advantage of opportunities in the competitive environment. Good strategies alone will not work; appropriate implementation processes to produce intended results have to be put in place.

KWS has been involved in many workshops and training program but is normally blamed for not keenly implementing strategies and pooling resources in cases of proximity and common activities. For effective implementation of strategic plans, employees require to be at particular work stations for a period of good time long enough for implementation to take place. Job security, motivation and empowerment clearly work towards retaining employees over a long period fit enough to participate fully in implementation of strategic plans. The organization with adequate resources will most likely achieve a higher retention of staff if all other variables are not a hindrance.

Strategic leaders manage radical change to achieve dramatic improvements in organizational activities. Such leaders communicate internally and externally with an open management style, trying to build a new culture in which employees can feel involved. Strategic leadership keeps organizations innovative and responsive by taking special plans to foster, nourish and support people who are willing to champion new ideas, better services, new products and product applications.

Communication should be a regular rather than a one-off exercise and should be pursued through various channels that management deem fit to access the employees of an organization. Managers must select those to be involved in communication of organizational needs to avoid skeptics or spoilers who would otherwise bend the intended aim as stipulated in the strategic plan. This will involve drawing discussions and debates about the right timing plus the freedom to have open talk on how efficient a plan is being implemented.

Organizational culture has been defined as the basic beliefs commonly-held and learned by a group, that govern the group members' perceptions, thoughts, feelings and actions, and that

are typical for the group as a whole. Organizational culture as the set of important assumptions (often unstated) that members of an organization share in common.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews the existing literature, information and publication on the topic related to the research problem by accredited scholars and researchers. This section shall examine what various scholars and authors have said about factors affecting strategy implementation, in particular it will cover the theoretical review of literature, empirical review of the literature, and research gaps.

2.2 Theoretical Review

2.2.1 Theory of Change Management

The practitioners, who to the large consulting firm model of organizational change, are seen as advocating the rational-linear view of organizational change, while the theoreticians are perceived as supporting the systemic-multivariate view of organizational change (Modahl, 2000). It is commonly observed among the advocates of the rational-linear view of organizational change that there is an optimum solution for organizing labor, raw materials and capital and for adopting new organizational practices. Within this view, the focus has been primarily on the contingencies necessary for the success and effectiveness of implementing organizational change. Situational models of contingencies, under which different approaches to change assume one-best-way across business contexts or timescales

(Kotter, 2005), present an ideal model of what happens in organizations at different points in time or in different contexts.

Although a contingency approach to organizational change has encouraged practitioners to consider aspects of their environment, technology and size as a basis for deciding on the appropriate paths of change, it delineates deterministic assumptions about the nature of change in organizations, presents inadequate appreciation of the role of strategic choice, beliefs and power and neglects the fact that organizations are collections of diverse interests (Dawson, 2006). According to Burnes (2008) there are three schools of thought that form the central planks on which change management theory stands; first there is the individual perspective school, which assumes that individual behavior results from his interaction with the environment. Human actions are conditioned by expected consequences and behavior is rewarded to be repeated and vice versa. Psychologists argue that behavior is influenced by external stimuli. Second there is the group dynamics school, which argues that individuals' behavior is a function of group environment. Individuals behave in a way that conforms to group pressure, norms, roles and values.

2.2.2 Jungian Theory

Not all firms implement their strategies in the same manner; nevertheless, research investigating the differing styles of implementation is scarce. Nutt (2005) utilizes Jungian theory (Jung, 2003) for his framework of implementation style, however, this is very much an analysis of the psychological style of individuals within the firm. More recently, Parsa (2009) utilized Bourgeois and Brodwin's (2004) classification of strategy implementation types. The majority of extant taxonomy models in strategy implementation tend to be normative in nature

(Parsa, 2009). Alternatively, they are developed from organizational observation, and as such, become context specific and frequently lack any broader theoretical grounding (Hooley et al., 2002). In contrast, Bourgeois and Brodwin's (2004) model is comprehensive, is based on specific theoretical assumptions and has been used by authors such as Parsa (2009). Bourgeois and Brodwin (2004) to refute the traditional approach to strategy implementation as simply an adjunct to the strategy formulation phase of the strategy process. Rather, they contend that strategy implementation evolves either from a process of winning group commitment through a coalitional form of decision-making, or as a result of complete coalitional involvement of implementation staff through a strong corporate culture.

2.2.3 Dynamic Model of the Strategy Process

Several theorists have recognized a problem with this static model of the strategy process: it is not how strategy is developed in real life. Strategy is actually a dynamic and interactive process. Some of the earliest challenges to the planned strategy approach came from Linblom in the 1960s and Quinn in the 1980s. Lindblom (2009) claimed that strategy is a fragmented process of serial and incremental decisions. His study viewed strategy as an informal process of mutual adjustment with little apparent coordination. Quinn (2008) developed an approach called "logical Instrumentalism". It claimed that strategic management involves guiding actions and events towards a conscious strategy in a step-by-step process. Managers nurture and promote strategies that are themselves changing. In regard to the nature of strategic management he says: "Constantly integrating the simultaneous incremental process of strategy formulation and implementation is the central art of effective strategic management.". Whereas Lindblom saw strategy as a disjointed process without conscious direction, Quinn saw the process as fluid but controllable. Bower

(2010) and Burgelman (2000) took this one step further. Not only are strategic decisions made incrementally rather than as part of a grand unified vision, but according to them, this multitude of small decisions are made by numerous people in all sections and levels of the organization.

Mintzberg (2007) made a distinction between deliberate strategy and emergent strategy. Emergent strategy originates not in the mind of the strategist, but in the interaction of the organization with its environment. He claims that emergent strategies tend to exhibit a type of convergence in which ideas and actions from multiple sources integrate into a pattern. A particularly insightful model of strategy process dynamics comes from Moncrieff (2009) who recognized that strategy is partially deliberate and partially unplanned, though whether the resulting performance is better for being planned or not is unclear.

The unplanned element comes from two sources: “emergent strategies” result from the emergence of opportunities and threats in the environment and “Strategies in action” are ad hoc actions by many people from all parts of the organization. These multitudes of small actions are typically not intentional, not teleological, not formal, and not even recognized as strategic. They are emergent from within the organization, in much the same way as “emergent strategies” are emergent from the environment. However, it is again not clear whether, or under what circumstances, strategies would be better if more planned. In this model, strategy is planned and emergent, dynamic, and interactive. Five general processes interact. They are strategic intention, the organization's response to emergent environmental issues, the dynamics of the actions of individuals within the organization, the alignment of action with strategic intent, and strategic learning.

2.3 Empirical Review

2.3.1 Financial Resources

Finance is required for different purposes; to acquire fixed assets, purchase raw materials, acquire services for human beings, meeting operating expenses, adopt modern technology, meet contingencies, expand existing operations, to diversify and avail for business opportunity (Sharma, 2008).

All resources of organization are indispensable, but financial resources have their own importance as funding is required by all departments and at all levels of organization (Rajin, 2011). It is essential to optimally utilize this resource as it is a limited resource with alternative uses. Managing financial resources is about getting the most from the resources you have available. It involves implementing resource management procedures and controls and can include managing costs and maximizing opportunities by prioritizing these resources, implementing evaluation procedures to ensure resources are maximized and planning for potential changes that may lay ahead (Tulisian, 2002).

This process will ensure that strategic goals and budgets are realistic and achievable whilst maintaining some flexibility. Financial Management means planning, organizing, directing and controlling the financial activities such as procurement and utilization of funds of the enterprise. The financial management is generally concerned with procurement, allocation and control of financial resources of a concern. The objectives can be either of the four; to ensure regular and adequate supply of funds to the concern, to ensure adequate returns to the shareholders which will depend upon the earning capacity, market price of the share, expectations of the shareholders, to ensure optimum funds utilization. Once the funds are procured, they should be utilized in maximum possible way at least cost and to ensure safety

on investment, i.e., funds should be invested in safe ventures so that adequate rate of return can be achieved. Any activity whether economic or non-economic, requires money to run it (Tulsian, 2002).

Estimation of capital requirements: A finance manager has to make estimation with regards to capital requirements of the company. This will depend upon expected costs and profits and future programs and policies of a concern. Estimations have to be made in an adequate manner which increases earning capacity of enterprise. Once the estimation has been made, the capital structure has to be decided. This involves short- term and long- term debt equity analysis. This will depend upon the proportion of equity capital a company is possessing and additional funds which have to be raised from outside parties. Diversification plans of the company attained profits - The volume has to be decided which will depend upon expansion, innovation, Management of cash: Finance manager has to make decisions with regards to cash management (Kurtko, 2013).

2.3.2 Staff Competencies

A competency is an underlying characteristic of a person which enables him to deliver superior performance in a given job, role or situation (Boulter, 1996). The competencies developed for profession should reflect not only present work expectation, but should display an awareness of future or emergent expectation; it should mindful of direct relationship with the goals and missions of the profession (O'Neil, 1997).

The organization should consider how best to provide clear specification of competencies need for successful performance of the work (O'Neil, 1997). Competencies are the foundation of employee selection and development system (Fredrick, 2002). Using these competencies as

a structure around which to build their skills, employees could assure they had developed and honed the skills important to their- and company's- success (Hodges, 1999).

Competency is the sum total of skills, knowledge and attitudes, manifested in the employee's behavior. Competencies are identified knowledge, skills, and abilities that describe employee traits which directly and positively impact the success of employees and organizations. Competencies can be objectively measured, enhanced, and improved through coaching and learning opportunities. Competencies can help you identify the behaviors, knowledge, skills, and abilities that make high performing employees successful in their jobs. You can use them to help guide your professional development by fixing your attention on the goals and values that are needed at UC Berkeley.

Competencies are the foundation of employee selection and development system (Fredric, 2002). Employees who have the right attitude that translates to the best behavior are said to be the more competent. The concept of competency as a factor in recruitment, selection, hiring and employee performance evaluation has become very popular not only among HR practitioners but to the management echelons as well. Competency is still equated or defined as skills, ability to perform, capacity, and knowledge. Competency takes more than skills and knowledge. It requires the right and appropriate attitude that eventually translates to behavior. Using these competencies as a structure around which to build their skills, employees could assure they had developed and honed the skills important to their and company's-success (Hogges,1999).

2.3.3 Co-Ordination

Co-ordination is one of the managerial functions alongside planning, organizing, motivating and controlling. It is the last important function of a manager. It involves the development of unity of purpose and harmonious implementation of plans for achieving common organizational goals. Co-ordination is the unification, integration, synchronization of the efforts of group members so as to provide unity of action in the pursuit of common goals (Mukherjee, 2005). It is a hidden force which binds all the other functions of management. Co-ordination is orderly arrangement of group efforts to provide unity of action in the pursuit of common goals (Mooney and Reelay, 1972). According to *Charles Worth*, "Co-ordination is the integration of several parts into an orderly hole to achieve the purpose of understanding". Co-ordination is an integral element or ingredient of all the managerial functions of Co-ordination through Planning - Planning facilitates co-ordination by integrating the various plans through mutual discussion, exchange of ideas. e.g. co-ordination between finance budget and purchases budget.

Co-ordination through Organizing - Mooney considers co-ordination as the very essence of organizing. In fact, when a manager groups and assigns various activities to subordinates, and when he creates department's co-ordination uppermost in his mind. Co-ordination through Staffing - A manager should bear in mind that the right no. of personnel in various positions with right type of education and skills are taken which will ensure right men on the right job.

Co-ordination through Directing - The purpose of giving orders, instructions & guidance to the subordinates is served only when there is a harmony between superiors & subordinates.

Co-ordination through Controlling - Manager ensures that there should be co-ordination between actual performance & standard performance to achieve organizational goals. From above discussion, we can very much affirm that co-ordination is the very much essence of management. It is required in each & every function and at each & every stage & therefore it cannot be separated.

2.3.4 Top Management Commitment

The most challenging thing when implementing strategy is the top management's commitment to the strategic direction itself. This is undoubtedly a prerequisite for strategy implementation. In some cases, top managers may demonstrate poor leadership styles through unwillingness to give energy through approval of budgets, adequate staffing and loyalty to the implementation process. This demonstrable lack of commitment becomes, at the same time, a negative signal for all the affected organizational members (Rapa and Kauffman, 2005). Overall though, it is increasingly acknowledged that the traditionally recognized problems of inappropriate organizational structure and lack of top management backing are the main inhibiting factors to effective strategy implementation (Aaltonen and Ikåvalko, 2002).

Aaltonen and Ikåvalko recognize the role of middle managers, arguing they are the "key actors" "who have a pivotal role in strategic communication" (Aaltonen and Ikåvalko, 2002) meanwhile Bartlett and Goshal (2006) talk about middle managers as threatened silent resistors whose role needs to change more towards that of a "coach", building capabilities, providing support and guidance through the encouragement of entrepreneurial attributes. So if they are not committed to performing their roles, the lower ranks of employees will not be provided support and guidance through encouragement of entrepreneurial attributes.

In addition to the above, another inhibitor to successful strategy implementation that has been receiving a considerable amount of attention is the impact of an organization's existing management controls (Langfield-Smith, 2007) and particularly its budgeting systems (Marginson, 2002). To successfully improve the overall probability that the strategy is implemented as intended, senior executives must abandon the notion that lower-level managers have the same perceptions of the strategy and its implementation, of its underlying rationale, and its urgency. Instead, they must believe the exact opposite. They must not spare any effort to persuade the employees of their ideas (Rapa and Kauffman, 2005).

2.3.5 Strategy Implementation

Strategy implementation is an iterative process of implementing strategies, policies, programs and action plans that allows a firm to utilize its resources to take advantage of opportunities in the competitive environment (Harrington, 2006). Good strategies alone will not work, appropriate implementation processes to produce intended results have to be put in place. It is viewed that putting strategy into place and getting individuals and organization units to execute their part of the strategic plan is essentially an administrative task (Thompson & Strickland, 1992).

Although effective implementation of strategy is important it is not easy. Once an organization has chosen a strategy to achieve its goals, it has to be put into action by selecting appropriate organizational structure and managing its execution through tailoring the management systems of the organization to the requirements of the strategy (Hill & Jones, 2001). Normally, implementation programs vary according to the nature of strategic problems which the organization faces. The two essential causes of variation in implementation

programs are the degree of uncertainty in predicting changes in environment and the size of the strategic change required (Lynch, 2010).

The process of strategy implementation takes place at corporate, tactical and the operational levels of management with each level having a specific role in the implementation process. Strategy is operationalized through tactical or action plans. The strategy is broken down to operational components. These components are assigned to specific departments or people and time frames are set within which they should be completed. Budgets are allocated for every activity. A control mechanism is also set to track down implementation (Pearce & Robinson, 1998). The process of strategy implementation is related to the steps taken by organizations to implement programs that have been rolled out.

Hrebiniak, (2006) argues that, although formulating a consistent strategy is a difficult task for any management team, making that strategy work – implementing it throughout the organization is even more difficult because there exists a myriad of factors that can potentially affect the process by which strategic plans are turned into organizational actions. 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 in that white paper indicates that 83 per cent of the surveyed companies failed to implement their strategy smoothly, and only 17 per cent felt that they had a consistent strategy implementation process (Li, Guohui, & Eppler, 2008). A successful strategy implementation comprises the following outcome; It leads to increase net sales, it will lead to increased profitability and productivity, there will be market growth and increasing product quality, innovation and IT will come up. There will be increasing number of employees and entering to international markets.

2.4 Research Gaps

Crafting and formulating a strategy represents just but the easy part, implementing it does pose tremendous challenges. Implementation of strategy implies at times changing the way things are done and may evoke sensitivities as new changes brought about by strategy implementation disrupt the status quo. The apathy to strategy implementation can be ascribed to several reasons, among them: greater likelihood of failures in implementing strategies; higher complexity in the process of strategy implementation; strategy implementation being considered to be less glamorous than formulation; and practical difficulties in research involving middle-level managers (Alexander, 1985).

Strikingly, organizations fail to implement about 70 per cent of their new strategies, (Miller, 2002). Another recent study is a bit less alarming; it says 40 per cent of the value anticipated in strategic plan is never realized. Evidence keeps piling of how barriers to strategy implementation make it so difficult for organizations to achieve sustained success. Bridging the gap between strategy formulation and implementation has since long been experienced as challenging. Several studies have been done on the strategies that the organizations have employed over time (Aaltonen and Ikåvalko, 2002). However, no known study has been done to investigate establish factors affecting strategy implementation at the Kenya Wildlife Services, which is the gap which this study seeks to fill.

CHAPTER THREE:

RESEARCH METHODOLOGY

3.1 Introduction

This chapter sets out various stages and phases that were followed in the collection, measurement and analysis of data. Specifically, the following subsections were included; research design, target population, data collection instruments, data collection procedures and the data analysis.

3.2 Research Design

This study adopted a descriptive research design. According to Mugenda and Mugenda (2003), descriptive research is a process of collecting data in order to test hypotheses or to answer questions concerning the current status of the subjects in the study. A descriptive study determines and reports the way things are. The choice of the descriptive study design was based on the fact that the research was interested on the state of affairs already existing in the field and no variable was manipulated. This study generalized the findings to a larger population.

3.3 Population

Mugenda and Mugenda, (2003), explain that the target population should have some observable characteristics, to which the research intends to generalize the results of the study. For purpose of this study the target population was stratified through top management level, middle level managers and low level management. The study population for this study was employee of Kenya Wildlife Service at their head office in Nairobi. The study population

composed of 166 members of staff in different managerial levels currently working at the Kenya Wildlife Services.

Table 3.1: Target Population

Level	Frequency	Percentage
Top Management	18	10.8
Middle Level Management	56	33.7
Low Level Management	92	55.4
Total	166	100

Source: KWS HR, (2015)

3.4 Sampling Frame

A sampling frame is a comprehensive list of all sampling units, which a sample can be selected, (Kombo and Tromp 2006). Sampling frame was the list of 166 employees working in all departments and sections at Kenya Wildlife Service's head office in Nairobi.

3.5 Sample and Sampling Technique

Ngechu (2004) emphasizes the importance of selecting a representative sample by use of a sampling frame. From the sampling frame, the required number of subjects, respondents, elements or firms is selected in order to make a sample. Stratified random sampling technique was used to select the sample. According to Deming (1990) stratified random sampling technique produce estimates of overall population parameters with greater precision and ensures a more representative sample is derived from a relatively homogeneous population. Stratification aims to reduce standard error by providing some control over variance. From each stratum the study used simple random sampling to select 166 respondents; this was 50% of the entire population. According to Mugenda and Mugenda (1999), a representative sample

is one that represents at least 30% to 50% of the population of interest. Random sampling frequently minimizes the sampling error in the population. This in turn increases the precision of any estimation methods used (Cooper and Schindler, 2003).

Table 3.2: Sample Size

Level	Frequency	Sample Ratio	Sample size
Top Management	18	50%	2
Middle Level Management	56	50%	19
Low Level Management	92	50%	51
Total	166		72

Source, Author (2015)

3.6 Data Collection Procedure

The study used both primary and secondary data sources in gathering data for analysis. The primary data source made the use of a semi-structured (matrix) questionnaire consisting of both open and close-ended questions (Mugenda and Mugenda, 2003). Mugenda and Mugenda (2003) posit that when questions are presented in a matrix form, they are easier to complete and hence the respondents are unlikely to put off. Secondary data was collected from published annual reports of the selected Companies. The secondary data provided a reliable source of the information needed by the researcher to investigate the phenomenon and seek efficient ways for problem solving situations (Sekaran, 2003). Primary data collection involved self-administration of questionnaires. The researcher dropped the questionnaires physically at the respondents' places of work. The questionnaires were left with the respondents and were picked up later by the researcher once they are filled up.

3.7 Pilot Test Study

The research carried out a pilot study to pretest and validates the questionnaire and the interview guide. According to Cooper and Schindler (2003), the pilot group can range from 25 to 100 subjects depending on the method to be tested but it does not need to be statistically selected. This was in line with a qualitative research design methodology employed in this research. The research intendeds to select a pilot group of 10 individuals from the target population to test the reliability of the research instrument.

3.8 Data Analysis

In this study both quantitative and qualitative data analysis method were used. Babbie (2004) argues that quantitative analysis is the numerical representation and manipulation of observations for the purpose of describing and explaining the phenomena that those observations reflect. The primary data collected from the questionnaires was cleaned for completeness and consistency, the questionnaire were coded according to each variable of the study to ensure the margin of error is minimized and assure accuracy during analysis. Quantative data was analyzed using descriptive statistics which include mean, frequency, percentages and standard deviations, Quantative data analysis was aided with help of Statistical Package for Social Sciences (SPSS). The information was displayed by use of bar charts, graphs and pie charts and in prose-form.

Qualitative data collected from the open ended question was analyzed qualitatively using content analysis. Content analysis was used to test data that is qualitative in nature or aspect of the data collected from the open ended questions. According to Baulcomb, (2003), content

analysis uses a set of categorization for making valid and replicable inferences from data to their context.

Correlation analysis was used to draw inferential statistics by confirming the strength of relationship between each variable and strategy implementation at the Kenya Wildlife Services. Correlation analysis is the statistical tool that can be used to determine the level of association of two variables (Levin & Rubin, 1998). Correlation analysis helps to detect any chance of multicollinearity. Correlation value of 0 shows that there is no relationship between the dependent and the independent variables. On the other hand, a correlation of ±1.0 means there is a perfect positive or negative relationship (Hair et al., 2010). The values were interpreted between 0 (no relationship) and 1.0 (perfect relationship). The relationship was considered small when $r = \pm 0.1$ to ± 0.29, while the relationship was considered medium when $r = \pm 0.3$ to ± 0.49, and when $r = \pm 0.5$ and above, the relationship was considered as strong.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATIONS AND PRESENTATION

4.1 Introduction

This chapter discusses the interpretation and presentation of the findings obtained from the field. The chapter presents the background information of the respondents, findings of the analysis based on the objectives of the study. Descriptive and inferential statistics have been used to discuss the findings of the study. The study targeted a sample size of 72 respondents from which 63 filled in and returned the questionnaires making a response rate 88.7%. This response rate was satisfactory to make conclusions for the study as it acted as a representative. According to Mugenda and Mugenda (1999), a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. Based on the assertion, the response rate was excellent.

4.1.1 Reliability Analysis

Table 4.3: Reliability Analysis

Scale	Cronbach's Alpha	Number of Items	Comment
Financial resources	0.743	6	Reliable
Staff competences	0.788	6	Reliable
Coordination of activities	0.765	6	Reliable
Top management commitment	0.855	6	Reliable

A pilot study was carried out to determine reliability of the questionnaires. The pilot study involved the sample respondents. Reliability analysis was subsequently done using Cronbach's Alpha which measured the internal consistency by establishing if certain item within a scale measures the same construct. Gliem and Gliem (2003) established the Alpha

value threshold at 0.7, thus forming the study's benchmark. Cronbach Alpha was established for every objective which formed a scale. The table shows that Top management commitment had the highest reliability (α= 0.855), followed by Staff competences (α=0. 788), coordination of activities (α=0.765), and Financial resources (α=0.743). This illustrates that all the four variables were reliable as their reliability values exceeded the prescribed threshold of 0.7.

4.2 Respondents Background Information

4.2.1 Age of the Respondent

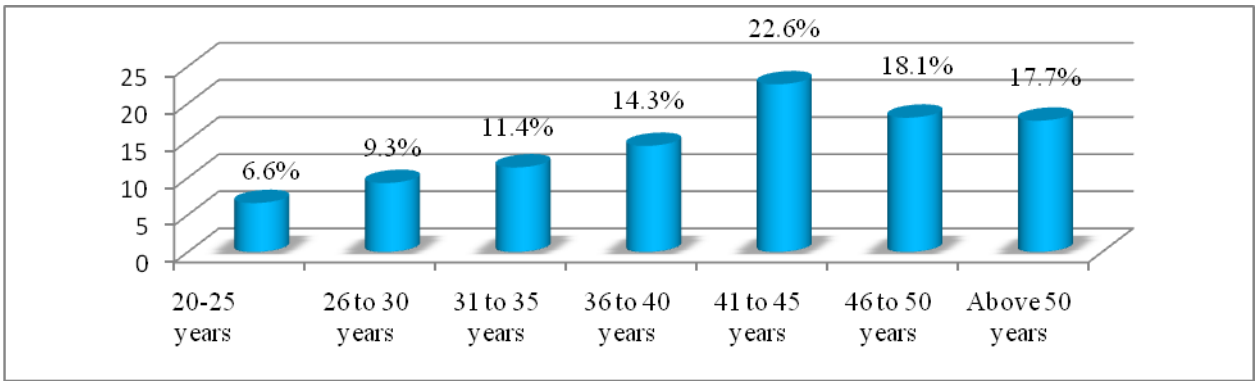


Figure 4.2: Age of the Respondent

The study requested the respondents to indicate their age category from the research findings, the study established that most of the respondents as shown by 22.6% were aged between 41 to 45 years, 18.1% of the respondents were aged between 46 to 50 years, 17.7% of the respondents were aged above 40 years, 14.3% of the respondents were aged 36 to 40 years, 9.3% of the respondents were aged between 26 to 30 years, whereas 6.6% of the respondents were aged between 20 and 25 years. This implies that respondents were well distributed in terms of their age.

4.2.2 Gender of the Respondent

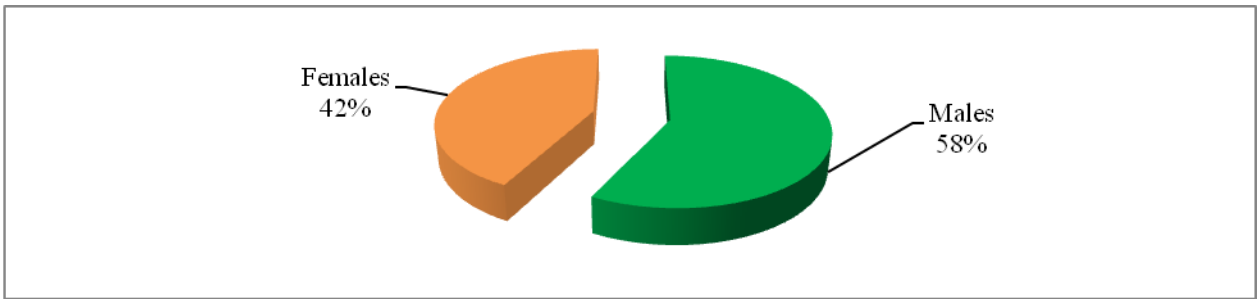
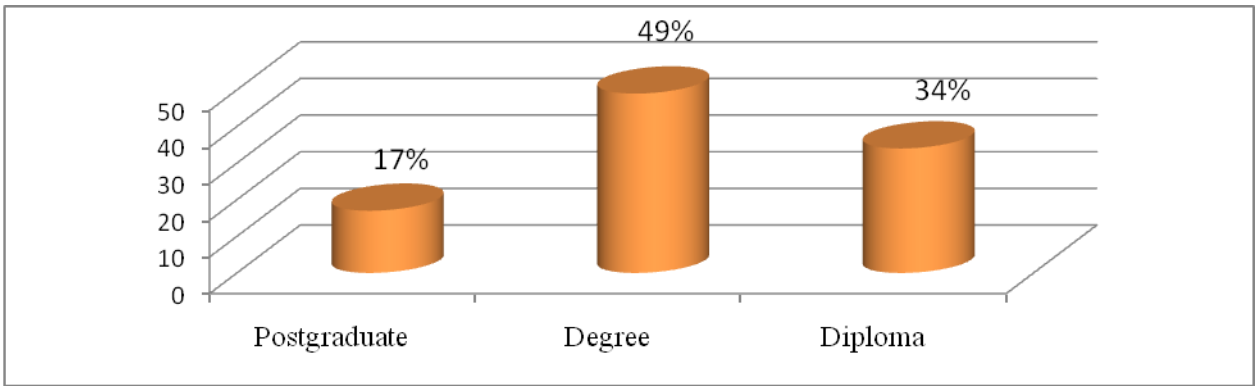


Figure 4.3: Gender distribution

The study requested the respondents to indicate their gender category, from the research findings, the study revealed that majority of the respondents as shown by 58% were females whereas 42% of the respondents were males. This implies that both genders were fairy engaged in this research and therefore the findings of this research did not suffer from gender bias

4.2.3 Highest level of education



Respondents were requested to indicate their highest level of education achieved, from the research findings, the study revealed that majority of the respondents as shown by 56.3% of the respondents held college diploma certificates, 27% of the respondents were bachelor degree holders, whereas 16.7% of the respondents held post graduate degrees. The study

deduces that respondents were well educated and that they were in a position to respond to research questions with ease.

4.2.4 Period of Service in the Organization

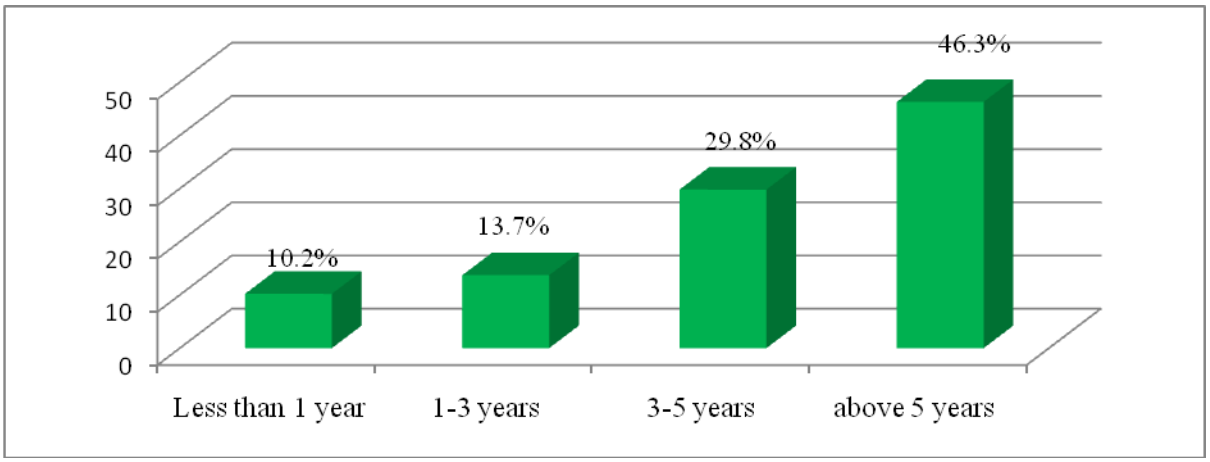


Figure 4.4: Period of Service

On period of service, the study revealed that most of the respondents as shown by 46.3% had served the organization for a more than 5 years, 29.8% of the respondents had served the organization for a period of 3 to 5 years, 13.7% of the respondents had served the organization for a period of 1 to 3 years whereas 10.2% of the respondents had served the organization for not more than a year. This implies that majority of the respondents had served for a considerable period of time which implies that they were in a position to give credible information relating to this study.

4.2.5 Management level

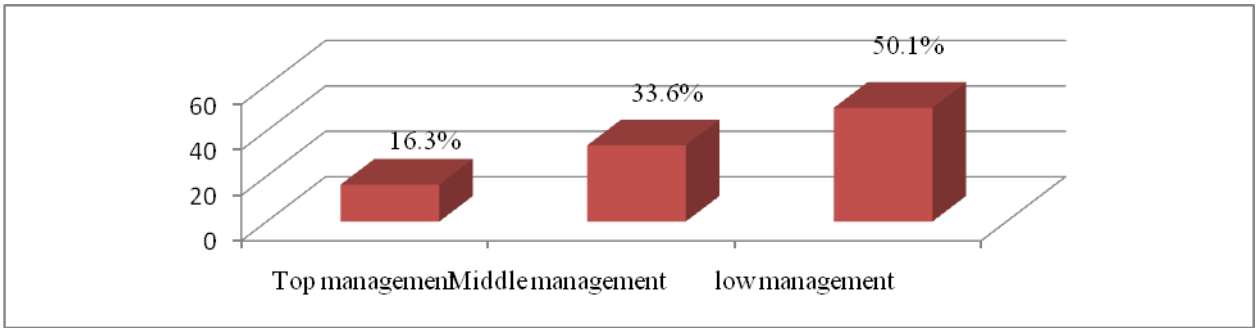


Figure 4.5: Management level

Respondents were requested to indicate their management level in the organization, from the research findings, from the research finding the study revealed that majority of the respondents as shown by 50.1% worked with Low management, 33.6% of the respondents worked with Middle management while 16.3% of the respondents worked with top management. This implies that respondents were fairly dawn from across all the organizational management levels.

4.3 Financial Resources

Table 4.4: Effect of financial resources on strategy implementation

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std deviation
Financial resources are adequate at Kenya Wildlife Service	2	3	4	30	24	4.13	0.21
Financial resources are optimally utilized at Kenya Wildlife Service	2	0	3	44	14	4.08	0.29

Finances are properly controlled at Kenya Wildlife Service	1	1	2	39	20	4.21	0.27
Lack of funds impedes strategy implementation	0	2	1	49	11	4.10	0.33
Allocation of resources are done in a transparent manner	2	3	4	32	22	4.10	0.22
Strategic goals and budgets are realistic and achievable	1	2	2	36	22	4.21	0.25

The study sought to determine the extent to which respondents agreed with the above Statements relating to effect of financial resources on strategy implementation. From the research findings, majority of the respondents agreed that Finances are properly controlled at Kenya Wildlife Service , Strategic goals and budgets are realistic and achievable as shown by a mean of 4.21 in each case, Financial resources are adequate at Kenya Wildlife Service as shown by a mean of 4.13, Lack of funds impedes strategy implementation, allocation of resources are done in a transparent manner as shown by a mean of 4.10 in each case and that financial resources are optimally utilized at Kenya Wildlife Service as shown by a mean of 4.08 the study also revealed that financial resources help firms implement and monitor their strategies with specific, industry-related, and measurable financial goals, strengthening the organization's capabilities with hard-to-imitate and non-substitutable competencies. The findings are in line with the research by Kurtko (2013) that in mist organization, the process of strategic change implementation have failed due to low level or poor funding.

4.4 Staff Competencies

Table 4.5: Effect of Staff Competence on Strategy Implementation

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. deviation
Lack of essential competencies among staff members such as knowledge, skills and abilities impedes implementation	1	3	3	34	22	4.16	0.23
Lack of differentiating competencies among staff members such as self-concept, traits and motives impair quality service delivery	0	1	2	38	22	4.29	0.27
Lack of core competencies among staff members such as integrity, self-confidence and accountability impedes implementation	0	3	1	32	27	4.32	0.25
Lack of professional competencies among staff members such as leadership, interpersonal communication, abilities in problem solving and decision making impedes implementation	1	2	1	36	23	4.24	0.26
Lack of confidence, tactfulness, compassion and sensitivity among staff members in dealing with customers impedes implementation	2	1	3	33	24	4.21	0.24
Lack of integration of competency and practices in obtaining organizational objectives impedes implementation	1	0	4	35	23	4.25	0.25

The study sought to determine the extent to which respondents agreed with the above statements relating to effect of staff competence on strategy implementation. From the

research findings, majority of the respondents agreed that lack of core competencies among staff members such as integrity, self-confidence and accountability impedes implementation as shown by a mean of 4.32. lack of differentiating competencies among staff members such as self-concept, traits and motives impair quality service delivery as shown by a mean of 4.29, lack of integration of competency and practices in obtaining organizational objectives impedes implementation as shown by a mean of 4.25, lack of professional competencies among staff members such as leadership, interpersonal communication, abilities in problem solving and decision making impedes implementation as shown by a mean of 4.24, lack of confidence, tactfulness, compassion and sensitivity among staff members in dealing with customers impedes implementation as shown by a mean of 4.21 lack of essential competencies among staff members such as knowledge, skills and abilities impedes implementation as shown by a mean of 4.16. The study also revealed that competent staff helped to reduce cost overruns caused by poor performance or miscommunication of job expectations. These finding are in line with the research by O'Neil, (1997) that the organization should consider how best to provide clear specification of competencies need for successful performance of the work.

4.5 Co-Ordination of Activities

Table 4.6: Effect of Co-Ordination of Activities on strategy implementation process

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. deviation
Lack of coordination at Kenya Wildlife Service impedes strategy implementation	1	1	2	30	29	4.35	0.25
There is a great sense of teamwork at all management levels	0	2	3	29	29	4.35	0.24
Co-ordination is the unification, integration, synchronization of the efforts of group so as to provide unity at Kenya Wildlife Service	1	1	2	37	22	4.24	0.26
There is strong co-ordination between actual performance and standard performance	0	2	1	34	26	4.33	0.26
Co-ordination is the managerial functions alongside planning and organising	0	2	1	36	24	4.30	0.26
The purpose of giving orders, instructions and guidance to subordinate is served only when there is harmony between superiors and subordinate	1	1	0	35	26	4.33	0.26

The study sought to establish the extent to which respondents agreed with the above statements relating to effect of co-ordination of activities on strategy implementation, from the research findings, majority of the respondents agreed that; there is a lack of coordination at Kenya wildlife service impedes strategy implementation , there is a great sense of teamwork at all management levels as shown by a mean of 4.35, there is strong co-ordination

between actual performance and standard performance , the purpose of giving orders, instructions and guidance to subordinate is served only when there is harmony between superiors and subordinate as shown by a mean of 4.33 in each case, co-ordination is the managerial functions alongside planning and organising as shown by a mean of 4.30, co-ordination is the unification, integration, synchronization of the efforts of group so as to provide unity at Kenya wildlife service as shown by a mean of 4.24. The study also revealed that the success of organized endeavor depends upon the quality of coordination and that the quality of coordination is the crucial factor in the survival of an organization. The findings are in line with Fischer and Maritz (1994) that competencies are related to the positive performance of a person within a specific environment.

4.6 Top Management Commitment

Table 4.7: Effect of Top Management Commitment on strategy implementation process

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. deviation
Management rewards employees who contribute most towards strategy implementation	2	1	1	34	25	4.25	0.25
The top management's commitment to the strategic direction itself is the most important factor.	1	2	2	37	21	4.19	0.25
The top managers must demonstrate proper leadership by willingness to give energy and loyalty to the implementation process for it to succeed.	0	1	2	33	27	4.37	0.25

The managers must not spare any effort to persuade the employees of their ideas for strategy implementation to be effective.	1	2	1	31	28	4.32	0.25
Lack of top management backing by not approving budgets is the main inhibiting factor	0	0	2	28	33	4.49	0.26
Lack of manager's commitment to performing their roles leads to the lower ranks of employees missing support and guidance through encouragement of entrepreneurial attributes.	1	0	3	27	32	4.41	0.25

The study sought to establish the extent to which respondents agreed with the above statements relating to effect of top Management Commitment on strategy implementation, From the research findings, majority of the respondents agreed that; Lack of top management backing by not approving budgets is the main inhibiting factor as shown by a mean of 4.49, Lack of manager's commitment to performing their roles leads to the lower ranks of employees missing support and guidance through encouragement of entrepreneurial attributes as shown by a mean of 4.41, The top managers must demonstrate proper leadership by willingness to give energy and loyalty to the implementation process for it to succeed. as shown by a mean of 4.37, The managers must not spare any effort to persuade the employees of their ideas for strategy implementation to be effective as shown by a mean of 4.32, Management rewards employees who contribute most towards strategy implementation as shown by a mean of 4.25, The top management's commitment to the strategic direction itself is the most important factor as shown by a mean of 4.19. study also established that KWS management must be accountable to their (stakeholders); good governance is the basic form of accountability, good governance must have a formal structure, KWS are driven by mission and therefore the management should promote the highest professional and ethical standards, exercise responsible resource management and mobilization and that the management should

responsible to the communities they serve. These findings concur with (Lekorwe & Mpabanga, 2007). Good governance has been key to the functioning of successful organizations and it is essential to all organizations (for-profit, private, public, and not-for profit)

4.7 Strategy Implementation

Table 4.8: Whether the organization has strategic plan

Opinion	Frequency	Percentage
Yes	63	100
Total	**63**	**100**

The study sought to determine whether the organization had strategic plan in place, from the research findings, all the respondents as shown by 100% indicated that the organisation had strategic plan in place.

Table 4.9: Extent to which the organisation had implemented the strategic plan

Extent	Frequency	Percentage
Very great extent	34	54.0
Great extent	19	30.2
Moderate extent	10	15.9
Total	**63**	**100**

On the extent to which to which the organisation had implemented the strategic plan, majority of the respondents as shown by 54% were of the opinion that the organisation had implemented the strategic plan to a great extent, 30.2% of the respondents indicated to a very great extent whereas 15.9% of the respondents indicated to a moderate extent. This implies the organisation had implemented the strategic plan to a great extent.

Table 4.10: Statements Relating to Strategy Implementation

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. deviation
Financial resource available ruing the implementation process affect implementation of strategic plan	1	2	2	24	34	4.40	0.24
Skills of staff involved affects implementation of strategic plan	0	2	3	36	22	4.24	0.25
Coordination of activities by the strategy team affects implementation of strategic plan	1	0	2	33	27	4.35	0.25
Management commitment in the organization affects the implementation of strategic plan	1	2	1	31	28	4.32	0.25
Communication affects implementation of strategic plan	0	1	2	30	30	4.41	0.25

on respondents level of agreement with the above statements relating to strategy implementation process, majority of the respondents agreed that communication affects implementation of strategic plan as shown by a mean of 4.41, majority of the respondents agreed that financial resource available ruing the implementation process affect implementation of strategic plan, as shown by a mean of 4.40, coordination of activities by the strategy team affects implementation of strategic plan as shown by a mean of 4.35, management commitment in the organization affects the implementation of strategic plan as

shown by a mean of 4.32, skills of staff involved affects implementation of strategic plan as shown by a mean of 4.24

4.8 Correlations

After the descriptive analysis, the study conducted Pearson correlation analysis to indicate a linear association between the predicted and explanatory variables or among the latter thus, help in determining the strengths of association in the model.

Table 4.11: Correlations

		Strategy Implementation Process	Financial Resources	Staff Competencies	Co-Ordination of Activities	Top Management Commitment
Strategy Implementation Process	Pearson Correlation	1	.317	.333**	.391	.499
	Sig. (2-tailed)		.016	.000	.023	.012
	N	63	63	63	63	63
Financial Resources	Pearson Correlation	.317	1	.347**	-.025	.075
	Sig. (2-tailed)	.016		.000	.784	.016
	N	63	63	63	63	63
Staff Competencies	Pearson Correlation	.333**	.347**	1	-.102	-.152
	Sig. (2-tailed)	.000	.000		.269	.099
	N	63	63	63	63	63
Co-Ordination of Activities	Pearson Correlation	.391	-.025	-.102	1	-.014
	Sig. (2-tailed)	.023	.784	.269		.883
	N	63	63	63	63	63
Top Management Commitment	Pearson Correlation	.499	.075	-.152	-.014	1
	Sig. (2-tailed)	.012	.016	.099	.883	

N	63	63	63	63	63

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

On the correlation of the study variable, the researcher conducted a Pearson moment correlation. From the finding in the table above, the study also found a positive correlation between strategy implementation process and financial resources as shown by correlation coefficient of 0.317 at 0.016 level of confidence, the study found a positive correlation coefficient between strategy implementation process and staff competencies, as shown by correlation factor of 0.333, this positive relationship was found to be statistically significant as the significant value was 0.000 which is less than 0.05, the study found a positive correlation between strategy implementation process and co-ordination of activities as shown by correlation coefficient of 0.391, this too was also found to be significant at 0.023 level, and finally the study also found a positive correlation between strategy implementation process and top management commitment as shown by correlation coefficient of 0.499 at 0.012 level of confidence. These findings concur with the study findings by Goldratt, (2004) that ensuring resource allocative efficiency enhances the performance of corporates.

4.9 Regression analysis

Table 4.12: Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.910	0.828	0.794	.223

Adjusted R squared is coefficient of determination which tells us the variation in the dependent variable due to changes in the independent variable. From the findings in the above table the value of adjusted r squared was 0.794 an indication that there was variation of 79.4

percent on strategy implementation process due to changes financial resources, staff competences, coordination of activities and top management commitment at 95 percent confidence interval. this shows that 79.4 percent changes in strategy implementation process could be accounted to financial resources, staff competences, coordination of activities and top management commitment. r is the correlation coefficient which shows the relationship between the study variables, from the findings shown in the table above is notable that there extists strong positive relationship between the study variables as shown by 0.910.

Table 4. 13: Analysis of Variance

	Model	Sum of Squares	Df.	Mean Square	F	Sig.
	Regression	18.668	4	4.667	5.095	.001[b]
1	Residual	54.044	59	0.916		
	Total	72.712	63			

Critical value =2.65

From the ANOVA statics, the study established the regression model had a significance level of 0.1% which is an indication that the data was ideal for making a conclusion on the population parameters as the value of significance (p-value) was less than 5%. The calculated value was greater than the critical value (5.095>2.65) an indication that financial resources, staff competences, coordination of activities and top management commitment all affects strategy implementation process. The significance value was less than 0.05 indicating that the model was significant.

Table 4.14: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.978	.123		7.951	.001
	Financial resources	.398	.098	.373	4.061	.002
	Staff competences	.431	.107	.427	4.028	.013
	Coordination of activities	.442	.099	.416	4.465	.011
	Top management commitment	.476	.123	.451	3.870	.024

From the data in the above table the established regression equation was

$$\mathbf{Y = 0.978 + 0.398X_1 + 0.431X_2 + 0.442\ X_3 + 0.476X_4}$$

From the above regression equation it was revealed that holding interest rate, access to financial information, transaction cost, and credit worthiness to a constant zero, the strategy implementation process would be at 0.978, a unit increase in financial resources allocation would enhance strategy implementation process by a factors of 0.398, a unit increase in staff competences would enhance strategy implementation process by factors of 0.431, a unit increase in coordination of activities would enhance strategy implementation process by a factor of 0.442, and a unit increase in top management commitment would enhance strategy implementation process by a factors of 0.476. All the variables were significant as their significant value was less than ($p<0.05$).

CHAPTER FIVE

SUMMARY OF FINDINGS CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

From the analysis and data collected, the following discussions, conclusion and recommendations were made. The responses were based on the objectives of the study. The sought to establish the effect of top management commitment on implementation of strategic plans at Kenya Wildlife Services, to examine the effect of coordination of activities on implementation of strategic plans at Kenya Wildlife Services, to examine the effect of staff competencies on implementation of strategic plans at Kenya Wildlife Services and to assess the effect of financial resources on implementation of strategic plans at Kenya Wildlife Services.

5.2 Summary Of The Findings

5.2.1 Financial Resources

The research investigated the relationship between financial resources and strategic plan implantation. The research findings showed an evidence of positive correlation (Pearson coefficient value 0.317, p- value 0.016) between financial resources and strategic plan implantation. the coefficient of variation revealed that any further investments by KWS on financial resources would enhance strategy implementation process by a factors of 0.398, the research also established that finances are properly controlled at Kenya wildlife service , strategic goals and budgets are realistic and achievable, financial resources are adequate at Kenya wildlife service, lack of funds impedes strategy implementation, allocation of resources are done in a transparent manner and that financial resources are optimally utilized

at Kenya wildlife service the study also revealed that financial resources help firms implement and monitor their strategies with specific, industry-related, and measurable financial goals, strengthening the organization's capabilities with hard-to-imitate and non-substitutable competencies. The findings are in line with the research by Kurtko, (2013) that in mist organization, the process of strategic change implementation have failed due to low level or poor funding.

5.2.2 Staff Competencies

The study also investigated the relationship between staff competence and strategic plan implantation. The research findings showed an evidence of positive correlation (Pearson coefficient value 0.333, p- value 0.000) between staff competence and strategic plan implantation. The coefficient of variation revealed that any that any further investments by KWS on staff competences would enhance strategy implementation process by factors of 0.431, further the study established that lack of core competencies among staff members such as integrity, self-confidence and accountability impedes implementation , lack of differentiating competencies among staff members such as self-concept, traits and motives impair quality service delivery, lack of integration of competency and practices in obtaining organizational objectives impedes implementation, lack of professional competencies among staff members such as leadership, interpersonal communication, abilities in problem solving and decision making impedes implementation, lack of confidence, tactfulness, compassion and sensitivity among staff members in dealing with customers impedes implementation, lack of essential competencies among staff members such as knowledge, skills and abilities impedes implementation. The study also revealed that competent staff helped to reduce cost overruns caused by poor performance or miscommunication of job expectations. The findings

are in line with the research by O'Neil, (1997) that the organization should consider how best to provide clear specification of competencies need for successful performance of the work.

5.2.3 Co-Ordination of Activities

The study also investigated the relationship between co-ordination of activities and strategic plan implantation. The research findings showed an evidence of positive correlation (Pearson coefficient value 0.391, p-value 0.023) between co-ordination of activities and strategic plan implantation. The coefficient of variation revealed that any that any further investments by KWS on co-ordination of activities would enhance strategy implementation process by factors of 0.431, further the study revealed that there is a lack of coordination at Kenya wildlife service impedes strategy implementation , there is a great sense of teamwork at all management levels, there is strong co-ordination between actual performance and standard performance , the purpose of giving orders, instructions and guidance to subordinate is served only when there is harmony between superiors and subordinate case, co-ordination is the managerial functions alongside planning and organising, co-ordination is the unification, integration, synchronization of the efforts of group so as to provide unity at Kenya wildlife service. The study also revealed that the success of organized Endeavour depends upon the quality of coordination and that the quality of coordination is the crucial factor in the survival of an organization. The findings are in line with Fischer and Maritz (1994) that competencies are related to the positive performance of a person within a specific environment.

5.2.4 Top Management Commitment

The study also investigated the relationship between top management commitment and strategic plan implantation. The research findings showed an evidence of positive correlation

(Pearson coefficient value 0.499, p-value 0.012) between management commitment and strategic plan implantation. The coefficient of variation revealed that any that any further investments by KWS on management commitment would enhance strategy implementation process by factors of 0.476, further the study revealed that lack of top management backing by not approving budgets is the main inhibiting factor, lack of manager's commitment to performing their roles leads to the lower ranks of employees missing support and guidance through encouragement of entrepreneurial attributes, the top managers must demonstrate proper leadership by willingness to give energy and loyalty to the implementation process for it to succeed, the managers must not spare any effort to persuade the employees of their ideas for strategy implementation to be effective, management rewards employees who contribute most towards strategy implementation, the top management's commitment to the strategic direction itself is the most important factor. study also established that KWS management must be accountable to their (stakeholders); good governance is the basic form of accountability, good governance must have a formal structure, KWS are driven by mission and therefore the management should promote the highest professional and ethical standards, exercise responsible resource management and mobilization, and that the management should responsible to the communities they serve. These findings concur with (Lekorwe & Mpabanga, 2007). Good governance has been key to the functioning of successful organizations and it is essential to all organizations (for-profit, private, public, and not-for profit)

5.2.5 Strategy Implementation

The study revealed that the organisation had implemented the strategic plan to a great extent.

Communication affects implementation of strategic plan, majority of the respondents agreed that financial resource available ruing the implementation process affect implementation of strategic plan, coordination of activities by the strategy team affects implementation of strategic plan, management commitment in the organization affects the implementation of strategic plan, skills of staff involved affects implementation of strategic plan.

5.3 Conclusions

The study revealed that top managers must demonstrate their willingness to give energy and loyalty to the implementation of strategic plans at KWS to succeed, top management's commitment to the strategic direction itself is the most important factor that determines the performance of strategic plans process. Thus the study concludes that top management commitment had a positive influence on implementation of strategic plans at Kenya Wildlife Services.

The study revealed that Coordination helps to improve the efficiency of operations by avoiding overlapping efforts and duplication of work. Integration and balancing of individual efforts provide a smooth and harmonious team work. Coordination is a creative force which makes possible a total result which is greater than the sum of individual achievements. Thus the study concludes that effective coordination of activities enhanced the implementation process of strategic plans at Kenya Wildlife Services.

The study revealed that competent staff members increased efficiencies in processes, resulting in positive performance; Competencies provide organizations with a way to define in behavioral terms what it is that people need to do to produce the results that the organization desires, in a way that is in keep with its culture. Therefore, the study concludes that staff

competencies had a positive effect on implementation of strategic plans at Kenya Wildlife Services.

The study noted that success of a strategy depends on sound financial systems that facilitates accountability and cash flow projections, ensuring allocative efficiency financial resources affect implementation of strategic plans at Kenya Wildlife Services

5.4 Recommendations

The management of KWS should enhance initiatives that enhance Coordination as effective coordination was found to improve loyalty and commitment among employees; it also helped to ensure unity of action in the face of disruptive forces thus enhancing the effectiveness and stability of the organization.

The management of KWS should put into place organization-funded training and professional development activities to enable employees achieve a high level of competence in an efficient manner, provide a mechanism for the recognition of employees' abilities, ensure that individual professional development and training milestones are recorded and acknowledged by the organization

The management of KWS should Sound financial base as it was found to influence the success of strategy implementation process in the organization.

In order to ensure the success in strategic plan implementation process, the management of KWS should show full commitment and demonstrate their willingness to give energy and loyalty in all stages of implementation process; this will serve as a motivation to the personnel in the lower levels of management and thus increasing the probability of the project success.

5.5 Areas For Further Research

The focus of this study was to investigate on factors affecting strategy implementation at the Kenya Wildlife Services. The study recommends that other variables like organizational culture, leadership style, need to establish and their effects on strategy implementation assessed.

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APPENDICES

Appendix I: Questionnaire

This questionnaire is designed to collect data to establish the factors affecting strategy implementation at the Kenya Wildlife Services. The data shall be used for academic purpose only and it will be treated with confidentiality it deserves. The respondents are highly encouraged and persuaded to respond to the statements in this questionnaire in the most truthful and objected way possible. Your participation in facilitating this study will be highly appreciated. Kindly ticks in the space provided [ ] the correct answer or supply the required information where, required, please specify and elaborate.

PART A: RESPONDENTS INFORMATION

1. Name……. (Optional)
2. Age of the respondent

   20-25 years ( ) 26 to 30 years ( ) 31 to 35 years ( )

   36 to 40 years ( ) 41 to 45 years ( ) 46 to 50 years ( )

   Above 50 years ( )
3. Gender of the respondent?

   Male [ ] Female [ ]
4. What is your highest level of education?

   Postgraduate [ ] Degree [ ] Diploma [ ]
5. How long have you worked in the organisation?

   Less than 1 year [ ] 1-3 years [ ] 3-5 years [ ] above 5 years [ ]
6. Which is your management level?

Top management [ ] Middle management [ ] Low management [ ]

PART B: FACTORS AFFECTING STRATEGY IMPLEMENTATION

For this section, use a Likert Scale ranging from 1 to 5 (Where 1- Strongly Disagree, 2 – Disagree, 3 – Neither disagree or agree, 4 – Agree, 5 – Strongly Agree)

A: FINANCIAL RESOURCES

	1	2	3	4	5
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Financial resources are adequate at Kenya Wildlife Service					
Financial resources are optimally utilized at Kenya Wildlife Service					
Finances are properly controlled at Kenya Wildlife Service					
Lack of funds impedes strategy implementation					
Allocation of resources are done in a transparent manner					
Strategic goals and budgets are realistic and achievable					

7. Suggest possible ways of improving financial resources. In order to enhance strategy implementation at Kenya Wildlife Service?

   ……

   ……

   ……

B. STAFF COMPETENCIES

For this section, use a Likert Scale ranging from 1 to 5 (Where 1- Strongly Disagree, 2 – Disagree, 3 – Neither disagree or agree, 4 – Agree, 5 – Strongly Agree)

	1	2	3	4	5
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Lack of essential competencies among staff members such as knowledge, skills and abilities impedes implementation					
Lack of differentiating competencies among staff members such as self-concept, traits and motives impair quality service delivery					
Lack of core competencies among staff members such as integrity, self-confidence and accountability impedes implementation					
Lack of professional competencies among staff members such as leadership, interpersonal communication, abilities in problem solving and decision making impedes implementation					
Lack of confidence, tactfulness, compassion and sensitivity among staff members in dealing with customers impedes implementation					
Lack of integration of competency and practices in obtaining organizational objectives impedes implementation					

8. Explain any competence gaps at Kenya Wildlife Service that you feel need to be addressed in order improve strategy implementation?

   ……

   ……..……

   …….

C. CO-ORDINATION OF ACTIVITIES

For this section, use a Likert Scale ranging from 1 to 5 (Where 1- Strongly Disagree, 2 – Disagree, 3 – Neither disagree or agree, 4 – Agree, 5 – Strongly Agree)

	1	2	3	4	5

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Lack of coordination at Kenya Wildlife Service impedes strategy implementation					
There is a great sense of teamwork at all management levels					
Co-ordination is the unification, integration, synchronization of the efforts of group so as to provide unity at Kenya Wildlife Service					
There is strong co-ordination between actual performance and standard performance					
Co-ordination is the managerial functions alongside planning and organising					
The purpose of giving orders, instructions and guidance to subordinate is served only when there is harmony between superiors and subordinate					

9. Explain any co-ordination gaps at Kenya Wildlife Service that you feel need to be addressed in order improve strategy implementation

   ……

   ……..……

   ……..…

D. TOP MANAGEMENT COMMITMENT

For this section, use a Likert Scale ranging from 1 to 5 (Where 1- Strongly Disagree, 2 – Disagree, 3 – Neither disagree or agree, 4 – Agree, 5 – Strongly Agree)

	1	2	3	4	5
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Management rewards employees who contribute most towards strategy implementation					
The top management's commitment to the strategic direction itself is the most important factor.					
The top managers must demonstrate proper leadership by willingness to give energy and loyalty to the implementation process for it to succeed.					
The managers must not spare any effort to persuade the employees of their ideas for strategy implementation to be effective.					
Lack of top management backing by not approving budgets is the main inhibiting factor					
Lack of manager's commitment to performing their roles leads to the lower ranks of employees missing support and guidance through encouragement of entrepreneurial attributes.					

10. Explain any management gaps at Kenya Wildlife Service that you feel need to be addressed in order improve strategy implementation?

    ……

    ……

PART C: STRATEGY IMPLEMENTATION

11. Does your organization have strategic plan?

    Yes [ ]

    No [ ]

12. To what extent has your organization implemented the strategic plan?

    Very great extent [ ]

Great extent [ ]
Moderate extent [ ]
Little extent [ ]
Not at all [ ]

13. How do you agree with the following statements: The rating scale indicates agreement levels as follows: 1- Strongly Agree, 2 – Agree, 3- Neither Agree nor Disagree, 4 – Disagree, 5 – Strongly Disagree.

Strategy implementation	**1**	**2**	**3**	**4**	**5**
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Financial resource available ruing the implementation process affect implementation of strategic plan					
Skills of staff involved affects implementation of strategic plan					
Coordination of activities by the strategy team affects implementation of strategic plan					
Management commitment in the organization affects the implementation of strategic plan					
Communication affects implementation of strategic plan					

THANK YOU