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## Effects of Strategic Plan Implementation on Organizational Performance, TSC Mombasa County

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### **Abstract:**

*The purpose of the study was to establish the effects of strategic plan implementation on organizational performance on Teachers Service Commission (TSC). Strategic plan has become a major area of research in growing organisations with respect to change. The objective of this research was therefore to establish the effects of strategic plan in Public Services in Kenya. The specific objectives were to analyse the effects of leadership, structures, resource, policies and procedures on organizational performance. The study was qualitative in nature whereby in depth interviews and focus group discussions were used as instruments, with senior, middle and lower level employees of the Teacher's Service Commission in Kenya. Out of 160 TSC staff members, a sample size of 48 employees were selected from the population using stratified random sampling technique. Data was collected using structured questionnaires based on Likert Scale as the item used to gather data from both the management and employees of TSC. Both descriptive and inferential statistics were used in analysing the data. A pilot study was carried out to refine the instrument. The quality and consistency of the survey was further assessed using Cronbach's alpha. The findings of the pilot study showed that all the four scales were reliable. Data analysis was performed on a computer using Statistical Package for Social Science (SPSS Version 22). Analysis was done using frequency counts, percentages, means and standard deviation and the information was presented in form of graphs, charts and tables. The findings of the study concluded that resource allocation to a great extent has an effect on strategic plan implementation as far as organisational performance is concerned. Other factors in the study that were found to contribute significantly to affect strategic plan implementation on organizational performance included: strategic leadership, policies and procedures. Organization structure was found to have insignificant effect on strategic plan implementation. It was recommended that leaders at TSC to motivate, support, communicate, innovate and promote the organization in building up shared behaviour, vision, mission, norms and values formation among the employees for strategy implementation process to succeed. It was further recommended that clearly adopted policies need to be introduced in order to measure organization's performance. The research should also be done in other organizations and the results compared so as to ascertain whether there is consistency on the effects of strategic plan implementation on organization's performance from different organizations.*

**Keywords:** strategy, strategic plan, implementation, organization.

### **1. Introduction and Background of the Study**

Strategic planning is an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue a strategy (Thompson & Strickland, 2004). In order to determine the direction of the organization, it is necessary to understand its current position and the possible avenues through which it can pursue a particular course of action. Many theories have been proposed to describe, predict, and understand the behaviors and phenomena of which strategic planning consists. The study was guided by three theories, the queuing theory reviewed by Narayan Bhat (2008), the Caring Theory by Swanson, (2012) and Customer service theory by Susan Dorling (2000).

According to McNamara (2005), strategic planning determines where an organization is going over the next year or more, how it's going to get there and how it'll know if it got there or not. Strategic planning as a management tool has gained sustained prominence in the management of public services in the past five decades. It helps an organization focus its energy objectives. It also ensures that members of the organization are working towards the same goals in order to assess and adjust the organization's direction in response to a changing environment (Thompson & Strickland, 2004).

It is viewed as a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it, with a focus on the future strategic planning. It has been touted as one of the effective management tools in strengthening organization performance through effective decision making and systematic strategic planning formulation and

implementation. According to Smith, (2004) strategic planning is an effective management tool in transforming a bureaucratic public sector to a more responsive and innovative administration. The need for strategic planning is attributable to the failure of the State, as an owner of parastatals to motivate the firms to realize even handed strategic planning standards (Mwaura, 2007).

Mismanagement, bureaucracy, wastage, pilferage, incompetence and irresponsibility by the management and employees are among the main problems that have made parastatals like Teachers' Service Commission to fail to achieve their objectives. Poor strategic formulations and planning is also attributed to this. Parastatals are deeply implicated in most fiscal problems of Kenyan government because of their inefficiency, losses, budgetary burdens, and provision of poor products and services. Occasionally, they achieve some non-commercial objectives, which are used to justify their poor economic performance (Mwaura, 2007). Mbaabu (2012, cited in Mwaura, 2007), the poor and ineffective management of parastatals can be credited, in part, to the strategic planning and management of these organizations.

### *1.1. Teachers Service Commission (TSC) Profile*

The establishment of the Teachers Service Commission dates back to the colonial times when teachers were employed by different bodies namely: The Missionaries and the Government for primary school teachers and The African Teachers Service and the Government for both African and European secondary school teachers. The Kenya National Union of Teachers, established in 1957, an umbrella body of teachers found it unnecessary to have the decentralized system of handling teachers affairs. It therefore made its priority to press for the employment of teachers by a central body which led to the establishment of the Teachers Service Commission (TSC) under an Act of Parliament (Cap 212) of the Laws of Kenya on 1st July 1967 (Okumbe, 2001).

Currently the TSC is established under Article 237(1) of the Constitution of Kenya (2010) as a Constitutional Commission and is mandated to perform the following teacher management functions; the functions were basically on human resource management: Managing registration of trained teachers, assigning teachers employed by the commission for service in any public school or institution; promoting and transferring teachers; exercising disciplinary control over teachers; and terminating the employment of teachers. In this ideal situation, the TSC would play a facilitative function; help or facilitate the Education Cabinet Secretary to achieve the educational goals or standards as laid out in the human resource policies on teacher, education and training. The TSC body in Kenya is having a lot of hardships in trying to improve the level of education in the country. Many teachers are working hard yet the outcome from their payment does not encourage them to work hard and continue providing quality education to pupils and students. The big question now comes as to what needs to be done to curb the outlined issues facing the TSC body.

### *1.2. Problem Statement*

Research on the implementation of strategy in the strategic management field has had much less emphasis than strategy formulation and content. Several implementation models have been published which suggest important factors in the implementation of strategy. Empirical tests of these models, however, have received little consideration. Strategy is concerned with harnessing an array of opposites and seeming contradictions-the long term and the short term; vision and execution, external relationship and internal operations, economic constraints and social purpose (Wilson, 2008).

Public service organization are not for profit making but are formed to offer public services, they too like private firms have strategies to better their operations and service delivery.

The idea of a strategy in view of a public organization is to improve performance in terms of offering efficient and effective services to the public of a country. Recently there has been a deliberate move by the Kenyan government to implement numerous strategies designed to achieve vision 2030 inched in the three pillars which includes social, economic and political. The country envisions being a middle level income by the year 2030. With this vision the country follows a multi-pronged approach in reaching this milestone. Organization has been tasked with autonomous authorities to develop and implement their visions and missions and develop strategies in line with new public management initiative and the countries vision.

TSC is far from realizing its set goals and objectives while the strategic plan period is coming to an end. According to monitor and regulatory agencies review report of 2011, from several SAGAs which work hand in hand with TSC such as; Kenya Institute of Education (KIE), Kenya National Examinations Council (KNEC); School Equipment Production Unit (SEPU), Kenya Education Staff Institute (KESI); Kenya Institute of Special Education (KISE), Jomo Kenyatta Foundation (JKF); and Kenya Literature Bureau (KLB) in running its activities, TSC is lagging behind in implementation of its set goals. The audit report shows that TSC organizational performance is still rampant in Mombasa County. This is not sufficient in meeting the demands of the ever expanding town population. TSC is yet to replace the ageing strategies still depends on government attached specialist and it appears that has had serious problem in implementing the strategic plan. It is not yet understood how the key components of strategic implementation including leadership, organization structure, resources allocation functional policies and procedures are responsible for unsatisfactory performance.

Strategic plan implementation involves translation of chosen strategy into organizational action and its proper implementation should lead to success in achieving set objectives. TSC is a monopolistic education utility public organization that is charged with provision of education service to the residence of Mombasa County. It has set goals and targets that it envisioned to achieve by the end of strategic plan period. Its main goal is geared towards provision of quality, sufficient and reliable education services to the people of Kenya. According to the government, the study therefore seek to establish the extent to which leadership, organization structure, resource allocation, functional policies and procedures affect TSC's performance judged by service delivery as stated in the strategic plan 2008-2013.

TSC is moderate in execution of its strategies considering challenges that it faces as a public organization. It faces both internal and external challenges which include lack of inadequate resources, poor communication, lack of strategy-structure and culture fit, ineffective leadership, low employee morale, organization politics, stakeholders interferences and industrial actions. The study provides possible remedies to future challenges in order to ensure successful strategy implementation in TSC. The employees' performance was measured using plant production records over a standard production period. Mwiti (2007) claims that; many public organizations in Kenya still undervalue strategy implementation and employee communication as a means of improving organizational performance. The study findings will be useful as a basis for continuing research of the process between strategy formulation and firm performance.

### *1.3. Objectives of the Study*

#### 1.3.1. General Objective

The main objective of this study was to evaluate the effects of strategic plan implementation on organization performance at TSC in Kenya.

#### 1.3.2. Specific Objectives

- i. To analyze the extent to which leadership affects organizational performance, in public sectors in Kenya, TSC Mombasa County.
- ii. To examine the extent to which organizational structures affect organizational performance, in public sectors in Kenya, TSC Mombasa County.
- iii. To investigate the extent to which organizational policies affect organizational performance, in public sectors in Kenya, TSC Mombasa County.
- iv. To establish the extent to which resources allocation affects organizational performance, in public sectors in Kenya, TSC Mombasa County.

### *1.4. Scope of the Study*

The study was conducted in Mombasa County, Kenya, targeting all the enrolled TSC employees in M'baraki Zone, Central Division, Mvita Sub-Count, Mombasa County. The study focused on the extent to which leadership, organizational structures, resource, policies and procedures affect organizational performance and to measure the combined contribution of the four factors (leadership, structure, policies and procedures, and resources) on organizational performance in public sectors, TSC Mombasa County.

## **2. Literature Review**

### *2.1. Theoretical Review*

#### 2.1.1. Queuing Theory

Queuing theory deals with the study of queues which abound in practical situations and arise so long as arrival rate of any system is faster than the system can hand (McClain, 2006). Queuing theory helps us to quantify the appropriate service capacity to meet the client demand, balancing system utilization and the client's wait time. The goal of queuing analysis and its application in organizations is to "minimize costs" to the organization both tangible and intangible. The costs that are considered are: Capacity costs, waiting costs, the cost of waiting space, cost to the society and the effects of loss of business to organization if clients refuse to wait and decide to go elsewhere (Vikas Singh, 2006). In TSC it can be found wherever teachers arrive or demand for the services randomly, such as sick leave, maternity leave, educational leave are bound to queues in practical situations. To reduce queues, performance management as a strategy, needs to be integrated in order to deliver sustained success to organizations by improving performance of the people who work in them and by developing the capabilities of teams and individual contributors, Armstrong (2000). The process of performance management involves the identification of common goals between the appraiser and the appraisee. These goals must correlate to the overall organizational goals. If such a process is conducted effectively, it will increase productivity and quality of output (Davis, 2003).

#### 2.1.2. Swanson's Theory of Caring

Swanson's Theory of Caring is a middle-range theory developed and validated by Swanson, she describes nursing as "informed caring for the well-being of others." She presents a structure of caring composed of interrelated caring processes: these are: Maintaining belief that is sustaining faith in the capacity of others to transition and have meaningful lives, Knowing that is striving to understand events as they have meaning in the life of the other, Being with that is being emotionally present to the other, Doing for that is doing for the other what they would do for themselves if possible, Enabling that is facilitating the capacity of others to care for themselves and family members. The theory identifies the five components of caring as knowing, being with, doing for, enabling, and maintaining belief in others (e.g., patients, families, co-workers). The proposed structure of the theory depicts caring as "grounded in maintenance of a basic belief in persons, anchored by knowing the other's reality, conveyed through being with, and enacted through doing for, and enabling".

Knowing is striving to understand an event as it has meaning in the life of the other. "It involves avoiding assumptions, centering on the one(s) cared for, thoroughly assessing all aspects of the client's condition and reality, and ultimately engaging the self or personhood of the nurse and client in a caring transaction. Being With means being emotionally present as a way of "sharing in the meanings, feelings, and lived experience of the one-cared for...not just the side-by-side physical presence, but also the clearly conveyed message of availability and ability to endure with the other" Doing For is "doing for the other what they would do for themselves if it were at all possible...and includes comforting the other, anticipating their needs, performing competently and skillfully, protecting the other from undue harm and ultimately preserving the dignity of the one done for".

Enabling helps the other to practice self-care, defined as "facilitating the other's passage through life transitions and unfamiliar events, including coaching, informing, and explaining to the other; supporting the other and allowing her/him to have her/his experience; assisting the other to focus in on important issues; helping her/him to generate alternatives; guiding her/him to think issues through; offering feedback; and validating the other's reality" Maintaining Belief is sustaining faith in the other's capacity to get through an event or transition and face a future with meaning. In a 1998 Caring Made Visible interview, Swanson discussed that she had broadened this category to add 'helping find meaning' through affirming the other's experience and the meaning they derive, which may involve working with people around their religious and spiritual needs. (Swanson, 2012).

A service system (or customer service system, CSS) is a configuration of technology and organizational networks designed to deliver services that satisfy the needs, wants, or aspirations of customers. "Service system" is a term very frequently used in the service management, service operations, services marketing, service engineering, and service design literature. While the term frequently appears, it is rarely defined. The smallest service system is a single person and the largest service system is the world economy. The external service system of the global economy is considered to be ecosystem services. Service systems can be characterized by the value that results from interaction between service systems, whether the interactions are between people, businesses, or nations. Most service system interactions aspire to be win-win, non-coercive, and non-intrusive. However, some service systems may perform coercive service activities. For example, agents of the state may use coercion in accordance with laws of the land.

### 2.1.3. Theory of Customer Service

The theory of customer service is based on identifying and satisfying your customers' needs and exceeding their expectations. A company must be totally committed to delivering consistently high standards of service to gain and retain customer loyalty. Everyone from top management down must be tuned into what the customer wants. Creating a customer service culture within a company can help build success. Customer satisfaction and loyalty are inextricably linked to the quality of customer service and ultimately, to the company's profitability. The theory of customer service and satisfaction is about retaining customers. Loyalty remains the key element. Reliability; Responsiveness; Assurance: competence, courtesy, trustworthiness, security and Empathy (Dorling, 2000).

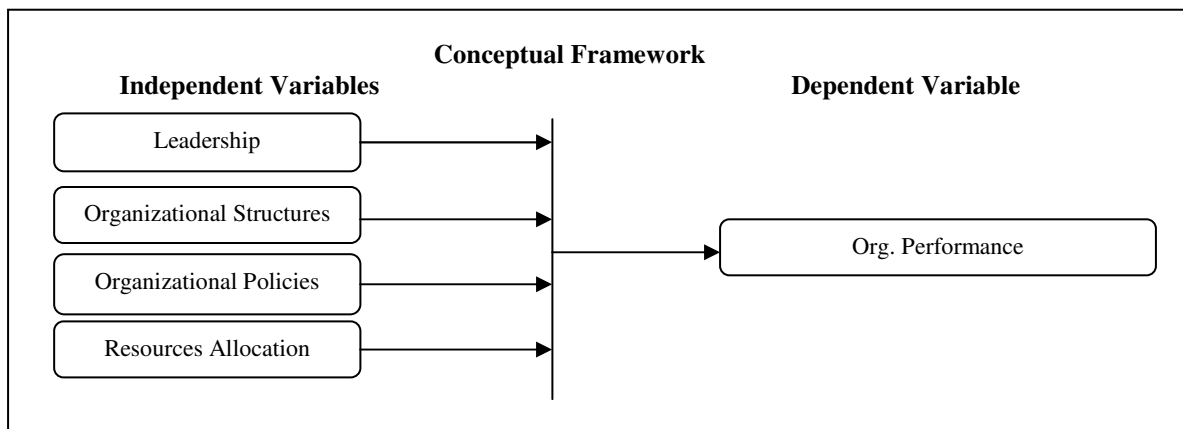


Figure 1: Conceptual Framework

## 2.2. Review of Strategy Implementation on Organizational Performance

### 2.2.1. Organizational Leadership

Leadership entails the ability to anticipate, envision and maintain flexibility to empower others to create strategic change necessary. Strategic leadership basically means using strategy in the management of workers by motivating, directing, innovating and communicating with employees in order to achieve certain organization goals. TSC today, as a public organization, faces numerous challenges as in; economic, regulatory, competitive, customer attraction, and access to resources. Consequently, every company is adjusting its strategy and that implies change. The success of your strategy depends on your people, will they be able to implement the strategy and achieve the goals? If you are a leader at any level, your people look at you for guidance on what needs to be done, and how. The key problems to leadership are; vague strategy formulation, leaders consider their job is done when they finished with the planning, left the organization during the implementation, implementation tasks and activities not defined enough detailed, top and middle management conflicting goals and priorities- middle management tasks modification, inadequate leadership style: top down or laissez fair senior management, not collaborative management.

According to the World Bank Group's (2007) country assessment report, the quality of service in the Kenya public sector was very low prior to 2003 due to inadequate accountability and responsibility, as well as poor governance. Poor management of the public assets led to almost total collapse of infrastructure, decline in productivity and an increase in poverty (close to 56 percent of the population were living with incomes of less than US\$2 per day) (Kenya National Bureau of Statistics, 2006). Some public servants would also not attend to their duties diligently and it was common to find members of the public waiting to be served while there was no one in the office. The poor service delivery was also due to unclear direction and non-existent strategic plans. Where plans were present, there was no effective implementation and monitoring system. The lack of accountability was caused by an organizational culture characterized by negative values among staff (Republic of Kenya, 2006). Strategic plan is a document used to communicate with the organization's goals, the actions needed to achieve those goals and all of the other critical elements developed during the planning exercise (Balance Scorecard Institute, 2002). Public organizations are increasingly being required to embrace strategic planning as part of their management techniques (Bovaird, 2009). An organization without a strategy appears to be directionless and wasteful. It is important to note that the use of strategic planning when public organizations are considered to be underperforming and uneconomical is critical. The general view of the public has been that public managers must do more with less, the situation that requires strategic thinking in order to reduce wastage. The popular adage "Failing to plan is planning to fail" from Lakein (2005), the popular author on time management, is a reminder that many of the day-to-day operational struggles we face in organizational life had their seeds sown in the past, when we failed to think ahead.

Doherty & Horne (2002), claim that there are ten assumptions about the context in which public service managers need to exercise their thinking and conversational skills. Public services depend on functional competence of managers in managing several issues, namely; resistance to change, operations and activities, finance and resources, information and communication, learning and personal development, human resources, strategic planning, organizational development in context of learning organizational model leadership in context of new public management approach and finally, knowledge management and active knowledge transfer within organizational learning processes of public organizations (Daft & Marci, 2004).

### 2.2.2. Organizational Structure

The typically hierarchical arrangement of lines of authority, communications, rights and duties of an organization is said to be organization structures. A structure depends on the organization's objectives and strategy. In a centralized structure, the top layer of management has most of the decision making power and tight control has over departments and divisions. In a decentralized structure, the decision making power is distributed and the departments and divisions may have different degrees of independence.

Factors relating to the organizational structure are very important and should be considered during strategy implementation. Proper strategy-structure alignment is a necessary precursor to the successful implementation of new business strategies (Noble, 2006). They point out that changes in the competitive environment require adjustments to the organizational structure. If a firm lags in making this realignment, may exhibit poor performance and be at a serious competitive disadvantage. Schaap (2006) also suggests that adjusting organizational structure according to perfect strategy can ensure successful strategy implementation.

Yee-Chin, L. C (2004), the value of any strategy and its potential contributions include increasing productivity, reducing costs, growing profits, and improving service or product quality. Implementing strategy would thus be perceived as being about allocating resources and changing organizational structure. The implementation process involves the collective wisdom, knowledge, and even subconscious minds of the collaborators. This powerful phenomenon is becoming a requirement to effectively compete in today's global marketplace. TSC uses tall organizational structure, which takes long than originally allocated time than the formulation time. This caused inconsistencies in translating long range plans into short term objectives (changes not introduced in daily routines). Improper organizational design which includes: lack in communication, coordination, monitoring and incentive systems which leads to poor communication coordination with activities and tasks not sufficiently defined (inefficient operation planning), poor coordination across functions or divisions, inadequate alignment between process' phases, improper communication, poor vertical and horizontal communication (between different hierarchical levels and functions), poor information and knowledge transfer (MIS), improper monitoring and incentive system, poor responsibilities determination, inefficient incentive programs, lack in measuring performance.

There are basically three levels of strategy. These are corporate, business and functional (Pearce & Robinson, 2003). Corporate strategy is primarily concerned with identifying the set of different business a company is to be in i.e. the various businesses in which the company will compete. These may be businesses within the same industry or in a different industry. Strategy at this level also specifies how total corporate resources will be allocated among the various businesses that the company is involved in. Business level strategy focuses on how each business unit will compete in a particular industry, market or market segment. It addresses issues on how to develop and maintain a competitive edge in the market. The business unit management has to ensure the different functional activities are integrated in such a way as to achieve and maintain the desired competitive competence in the market (Pearce & Robinson, 2003). Finally, functional level strategy primarily focuses on achieving maximum use of resources to attain maximum resource productivity. It addresses issues regarding to the coordination and integration of activities within a single function.

A good strategy is one that has simple, consistent and long-term objectives. This involves the single mindedness of goals, unity of purpose and a long-term focus. A good strategy is similarly derived from a good understanding of the competitive environment through appreciating the dynamics of competition and the turbulence of the environment. The strategy should identify opportunities in the environment and exploit them as well as identifying threats and guarding the organization from them (Porter, 2003). For a strategy to be successful there ought to be an objective appraisal of the resources of an organization, which involves understanding strengths

and exploiting them while understanding weaknesses and threats and protecting the organization against them. The strategy should also be effectively developed and implemented. This entails matching the strategy to the organizations structure, addressing issues of strategy and leadership, organizational culture, stakeholders' expectations and other internal organizational variables (Johnson & Scholes, 2002). Organisational structure consists of physical and social structure. When referring to the relationship between buildings and location of operation one talks about the physical structure. The social structure refers to the relationships between business units, positions, and people (Hatch, 2000).

### 2.2.3. Organizational Policies and Procedures

Policies provide the framework within which an organization operates. They define what your organization does and how you do it. Clear policies and procedures support effective decision making and delegation because they provide guidelines on what people can and cannot do what decisions they can make and what activities are appropriate. A clear policy framework means there will be fewer misunderstandings or debates about what to do in particular situations and there will transparency and consistency in the way you operate as an organization and make decisions. The policies and procedures your organization needs will depend on a number of factors such as the type of work you do and the size of your organization. Strategy formulation involves defining the business a firm is in, the ends it seeks, and the means it will use to accomplish those ends. The approach of strategy formulation is an improvement over that of traditional long-range planning. Strategy formulation combines a future oriented perspective with concern for the firm's internal and external environment. It includes formulating and social responsibility; determining the institutional mandate, selling organizational objectives, conducting an external and internal analysis; developing strategies and implementing policy.

Developing strategies needs simultaneous assessment of the external environment and the organization's profile enables an organization to identify a range of possibly appealing interactive opportunities. These opportunities are possible avenues for improved service delivery. However, they must be screened through the criterion of the organization's mission to generate a set of possible and desired opportunities. This screening process results in the selection of options from which a strategic choice is made. Implementing of strategies is the second phase of the strategic management process. This is the implementation of the chosen strategy or strategies (Byars, 2003). Thompson & Strickland (2003), in this phase, it is important for the organization to undertake an assessment for it to establish what will be needed for the implementation of the formulated strategy. This helps it to achieve the set performance criteria. Wheelmen & Hunger (2005) further pointed out that managing the process of implementing and executing strategy within the organization needs to be mainly a proactive administrative responsibility that includes the following primary aspects: (Joyce, 1999). Establishing capacities necessary to carry out the strategy successfully, developing budgets to allocate the needed resources into those internal activities critical to strategic success, establishing strategy-supportive policies and operating procedures that will guide managers and members to work exactly according to expectations created by the set strategy. Of equal importance is the establishing of information, communication, and operating systems that enable the managers and members to carry out their strategic roles effectively, and introducing best practices and programs for continuous improvement. Top management also needs to apply their internal leadership that is essential to drive implementation forward and to keep improving on how the strategy is being executed.

According to Rue, Byars, & Zahra (2004), it is important for an organization's role-players in the strategy implementation process to be competent and committed to the process. The final phase of successful strategic management is the establishment of procedures for the effective evaluation and control of strategies throughout the implementation phase (Lumpkin, (2003). Strategy evaluation and control involves the following activities: establishing standard of performance for the overall organization as well as for individual departments, units or functional areas and monitoring progress in the carrying out of the organization's strategy.

### 2.2.4. Resource Allocation

Resource allocation is a process and strategy involving a company deciding where scarce resources should be used in the production of goods or services. A resource can be considered any factor of production, which is something used to product goods or services. Resources include such things as labor, real estate, machinery, tools and equipment, technology, and natural resources as well as financial resources such as money. Chandler & Scholes (2005) in the definition of strategy as the determination of the basic long-term goals and objectives of an organization, and the adoption of courses of action and the allocation of resources necessary for carrying out these goals. Chandler considers strategy as a means of establishing the purpose of an organization by specifying its long-term goals and objectives, action plans and resource allocation patterns to achieve the set goals and objectives. Strategies need to be considered not only in terms of the extent to which the existing resource capability of the organization is suited to opportunities but also in terms of the extent to which resources can be obtained and controlled to develop a strategy for the future.

According to Thompson & Strickland (2003), implementation is an integral component of strategic management process and it is viewed as the process that turns the formulated strategy into series of action and the result ensure the vision, mission, strategy and strategic objectives of the organization are successfully achieved as planned. Implementation is the process that turns strategies and plans into actions in order to accomplish strategic objectives and goals. The critical actions move a strategic plan from a document that sits on the shelf to actions that drive business growth. Sadly, the majority of companies who have strategic plans fail to implement them. According to a Fortune cover story (2007), nine out of ten organizations fail to implement their strategic plan for many reasons. Approximately 60% of organizations do not link strategy to budgeting, 75% of organizations do not link employee incentives to strategy, 86% of business owners and managers spend less than one hour per month discussing strategy, 95% of a typical workforce doesn't understand their organization's strategy implementation.

According to Bhasin (2009), implementation is the process through which a chosen strategy is put into action. It involves the design and management of systems to achieve the best integration of people, structure, processes and resources in achieving organizational

objectives. A strategic plan provides a business with the roadmap it needs to pursue a specific strategic direction and set of performance goals, deliver customer value, and be successful. However, this is just a plan, it doesn't guarantee that the desired performance is reached any more than having a roadmap guarantees the traveler arrives at the desired destination. Mintzberg (2003) proposed five definitions of strategy. To him strategy could be seen as plan, a ploy, a pattern, a position and a perspective. As a plan, strategy specifies a consciously intended course of action of an organization. The strategy is designed in advance of actions and is developed purposefully. As a ploy, strategy is seen as a maneuver to outwit competitors. As a pattern, strategy is seen as a pattern emerging in a stream of actions. Here strategy is seen as a consistency in behavior and the strategy develops in the absence of intentions. As a position, strategy is a means of locating an organization in its environment. And lastly, as a perspective, strategy consists of a position and of an ingrained way of perceiving the world. It gives an organization identity or a personality.

Johnson & Scholes (2002) define strategy as the direction and scope of an organization over a long term through its configuration of resources within a changing environment to meet the needs of market and fulfill stakeholders' expectation. Grant (2008) points out that, strategy are fundamental frameworks through which an organization can simultaneously assert its vital continuity and facilitate its adaptation to the changing environment. It is one of the top management tools for coping with both external and internal changes. It is the match between organizations resources, skills, environmental opportunities and risks, and the purposes it wishes to accomplish. An analysis of strategic planning literature (Byars, 2003; Pearce & Robinson 2003) reveals that strategic planning is a process consisting of two phases, namely: Strategy formulation; and strategy implementation. Chan & Renee (2006) identified an additional level essential for strategy execution: the alignment of people behind a strategy; culture of trust; and commitment.

### 2.3. Measurement of Strategic Plan

This requires assessing and measuring the performance of the implantation of the strategies followed by different departments and, or, units throughout the organization. The organization needs to initiate corrective actions to ensure continued commitment to the implementation of the strategy by the members of the organization. Thus, strategic control refers to processes that lead to adjustments in strategic direction, strategies or the implementation plan when necessary. Through strategic control, feedback, corrective information to management is provided, such as the organizational mission is no longer appropriate, but they have not been well executed. Reforms seek to transform the public service from a process orientation to result management culture to facilitate the achievement of the Economic Recovery Strategy (ERS) and attain Millennium Development Goals (UNDP, 2008). The government launched the Civil Service Reform Program, (2013) to enhance Public Service efficiency and productivity. The reforms were expected to facilitate equitable wealth distribution necessary for poverty alleviation and create an enabling environment for investment and enhanced private sector growth (Republic of Kenya, 2003).

According to the Presidential Circular No. 1, (2008), acknowledgment of task was purposed to ensure customer satisfaction within public services, build the trust and confidence of citizens in the Government and create sustainable global competitiveness for Kenya. Through the strategic management process, ministries are able to develop clear goals and objectives, and justify their budget and funding requirements. The system has promoted a new focus on emphasizing performance and result (Republic of Kenya, 2006). The importance of strategic performance measurement has grown substantially over the last few decades. The reinvention and results oriented management movements advocated for increased performance measurement for greater accountability and improved organizational efficiency (Ingraham, 2005). Though not all public sector scholars are comfortable with the elevated importance of performance, many place value of measuring performance as a means of understanding how well an organization is performing (Van Dooren, 2010). Proponents of performance measurement advocate for utilizing a variety of different types of measures to represent various dimensions of performance and provide a balanced and comprehensive view of an agency's or program's performance. Output measures, for example, gauge the amount of direct products, or units of services, produced as part of a program. Efficiency and productivity measures are typically ratios of output measures per the cost spent to produce the output. Service quality measures represent a variety of qualitative dimensions of the outputs or services produced. Outcome measures are indicators of a program's substantive goal achievement, and cost-effectiveness measures are ratios of effectiveness measures to the cost of producing them. Customer satisfaction measures are similar to service quality measures but are from the standpoint of the citizen consuming the service (Porter, 2003).

According to Yee-Chin (2004), the Balance Score Card can assist organizational managers in accomplishing the same strategic planning and control functions as is the case for for-profit managers. It can also help in: clarifying and gaining consensus about strategy; communicating strategy throughout the organization; aligning departmental and personal goals to the strategy; linking strategic objectives to long-term targets and annual budgets; identifying and aligning strategic initiatives; performing periodic and systematic strategic reviews; and obtaining feedback to learn and improve strategy. Specialists in many fields are concerned with organizational performance including strategic planners, operations, finance, legal, and organizational development. In recent years, many organizations have attempted to manage organizational performance using the balanced scorecard methodology where performance is tracked and measured in multiple dimensions such as: financial performance (e.g. shareholder return), customer service, social responsibility (e.g. corporate citizenship, community outreach), employee stewardship. Upadhaya & Blount, (2014).

### 3. Research Design and Methodology

#### 3.1. Research Design

This study adopted both descriptive research design and a cross-sectional survey research approach. A descriptive research design is a method of collecting information by interviewing or using a questionnaire (Orodho, 2009). While in a cross-sectional survey research is where information on a population is gathered at a single point in time which is the case for this study.

#### 3.2. Target Population

The study targeted 160 TSC employees working at the TSC Headquarters Mombasa County. (Tacs office, M'baraki Zone, 2015).

#### 3.3. Sampling and Sampling Techniques

The researcher used stratified random sampling to select the respondents. This design allows the population to have an equal chance of being selected in the different strata. The strata in this case were in different categories within the company. The sample size was 160 selected employees.

#### 3.4. Data Collection Instruments

The study relied mainly on primary data collected using a questionnaire. The respondents consisted of senior management, middle management and operational staff of TSC. Structured questionnaires, where the study participants were asked to respond to identical questions, were used to aid the study (Mugenda & Mugenda, 2003).

#### 3.5. Data Collection Procedures

The researcher used primary and secondary data. Structured questionnaires were used to collect primary data from respondents. The questionnaires were self-administered to the respondents and collected one week.

#### 3.6. Data analysis

To analysis the data, the study used descriptive and inferential statistics which describes and summarizes data so that patterns are made visible. The data collected was classified in accordance with variables. Statistical package for social scientist (SPSS) data analysis program version 22 was used. The researcher used multiple regressions to help determine the relationship between the variables under study. This model helped to establish the relationship between the independent variables and the dependent variable, i.e. the effects of strategic plan implementation on organization performance. The model specification was as follows:

$$Y = a + \beta_1 B_1 + \beta_2 B_2 + \beta_3 B_3 + \beta_4 B_4 + e$$

Where:

Y = Organizational Performance

a = Constant

B1 = Leadership

B2 = Organizational Structure

B3 = Policies and Procedures

B4 = Resources Allocation

e = error

### 4. Research Findings and Discussions

The study included 160 TSC employees targeting 48 respondents who are from three departments; namely senior management, middle management and operational staff. 48 out of the 48 sample respondents filled-in and returned the questionnaires making a response rate of 30%. 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; therefore, this response rate was inadequate for analysis and reporting.

The background information was gathered based on the gender, age, education level, position and experience in the job. The study sought to find out the gender of the respondents. A mean of 1.56, median of 2.00 and a standard deviation of 0.501 was registered. The results showed that majority of the respondents working is TSC are female, and this is represented by 56.25% as compared to that of men of 43.75%.

In terms of age, the results showed that majority of the respondents were between the ages of 41 – 50 years which represented 50% of the response rate. This shows that majority of the employees in this age bracket participated in the research. A mean of 2.69, median of 3.00 and a standard deviation of 0.854 were registered. This is as stated by Mugenda (2003) that a sample must be a representative of the population from which it was drawn and it must have good size to warrant statistical analysis.

The study sought to establish the education level of the respondents, majority were those with certificates and diploma with 22.9%; degree holders were 23% of the total response rate, master's degree holder were 9% while only 5% were in doctorate level. A mean of 2.17 with a standard deviation of 0.907 and a median of 2.00 were registered. This showed that majority of the respondents are educated at degree level which means that promotion in this organization depends on the level of education. Working positions of employees and their departments was as revealed showed that majority of the respondents were working as operational staff (teachers) which represented 62.5% of the response rate while 27.1% are working in the middle management and 10.4% are working in senior management. A mean of 2.52, median of 3.00 and a standard deviation of 0.864 were obtained. This shows that majority of the



employees from operational staff participated in the research. This is as stated by Mugenda (2003) that a sample must be a representative of the population from which it was drawn and it must have good size to warrant statistical analysis.

The study sought to find out the working experience of the workers in TSC. The results showed that majority of respondents have worked for a period of between 11-15 years which represented 41.7% of the responses while 31.3% have worked between 6-10 years, 14.6% have worked for over 15 and 12.5% have worked from 0 - 6 years. A mean of 2.58, median of 3.00 and standard deviation of 0.895 were obtained. This suggests that majority of the employees have worked in the organization for less than five years, means the retention rate is very small and turnover on the high side.

#### *4.1. Effects of Strategic Plan and Implementation*

The Likert Scale design was used to ask the respondents on a five point statement questions. Where 5 indicated strongly disagree, 4 disagree, 3 neutral, 2 agree and 1 strongly agree to state how they agree with the given effects that affect strategic plan and implementation to organizational performance.

##### 4.1.1. Organizational Leadership

Majority of the respondents disagreed that leaders at TSC motivate employees towards achievement of organization set goals with a mean of 3.96 and a standard deviation of 0.743. This analysis demonstrates that majority of respondent felt that leadership in this organization does not motivate enough to successfully support strategic plan and implementation. World Bank Group's (2007) country assessment report, the quality of service in the Kenyan public sector was very low prior to 2003 due to inadequate accountability and responsibility, as well as poor governance. The top management is not supportive towards achieving organization strategic directions. This is shown by a mean of 3.88 and a standard deviation of 0.789. 31.25% of the respondents agreed, 29.17% disagreed, 20.83% were neutral, 16.67% strongly agreed and 2.083% strongly disagreed that communication is the key source to change in any organization with a mean of 2.71 and a standard deviation of 1.166. This shows that managers do communicate but do not involve the junior staff in decision making that involve strategic plan and implementation. The Balance Scorecard Institute (2002), states that; strategic plan is a document used to communicate with the organization's goals, the actions needed to achieve those goals and all of the other critical elements developed during the planning exercise. Majority of the respondents strongly disagreed that leaders are innovative and competent in helping the organization come up with new strategies having a mean of 3.96 with a standard deviation of 0.1010. Doherty & Horne (2002), claim that managers in public service need to exercise their thinking and conversational skills in order to enhance organizational performance. The majority of the respondents strongly disagreed and disagreed that leaders at TSC are objective in building up shared behavior, vision, mission, norms and values formation among the employees with a mean of 3.81 and a standard deviation of 0.1085.

##### 4.1.2. Organizational Structure

Majority of the respondents strongly disagreed and disagreed with a mean of 4.02 and a standard deviation of 0.978. This showed that organizational structure does not allow division of tasks among the various departments to enhance performance. Proper strategy-structure alignment is a necessary precursor to the successful implementation of new business strategies (Noble, 2006). The organization does not co-ordinate individual efforts and roles in the organization as majority of the respondents strongly disagreed and disagreed with a mean of 3.90 and a standard deviation of 0.994. The majority of the respondents strongly disagreed with a mean of 3.87 and a standard deviation of 0.937 that the organization has effective layer of reporting which enhances efficiency. A mean of 1.23 and a standard deviation of 0.425 were registered proving that the organization has many hierarchical levels involved in decision making, thus it is not fit and support strategy implementation. White (2006) pointed out that the fit between business unit strategy and the internal organization of multi-business companies does have an effect on business unit performance. Quick decision making depends on the flexibility of the structure. A mean of 4.81 and a standard deviation of 0.394 proved that the organization performance in TSC is not tied together with its structure in achieving strategic plan and implementation. Results of the study showed that tall organizational structures have no significant relationship with the implementation process.

##### 4.1.3. Policies and Procedures

75% of the respondents strongly agreed, 25% agreed that the organization clear sets policies on how decisions are made. Thus a mean of 1.25 and a standard deviation of 0.438 were obtained. 72.92% and 27.08% with a mean of 1.27 and a standard deviation of 0.449 showed that the organization has well documented procedures on how employees in the organization are supposed to operate. Lumpkin (2003) put it that the final phase of successful strategic management is the establishment of procedures for the effective evaluation and control of strategies throughout the implementation phase. Policies are not clearly adopted to create conducive environment to support strategic plan and implementation. This was indicated by 70.83% and 29.17% with a mean of 4.71 and a standard deviation of 0.459. The organization has well set policies and procedures that measure organization performance i.e. performance contracting. This was indicated by 77.08% and 22.92% with a mean of 4.77 and a standard deviation of 0.425. 79.12% of the respondents strongly disagreed, 20.83% disagreed that the organization has well laid policies on how they intend to benchmark themselves with other organization providers globally. This was a mean of 4.79 and a standard deviation of 0.410. This shows that the organization performance in TSC is directly proportional to clearly set policies on decision making to strategic plan and implementation.

#### 4.1.4. Resource Allocation

60.42% of the respondents strongly agreed, 20.83% agreed, 10.42% disagreed, 8.33% strongly disagreed that the organization allocates sufficient financial resources for strategic implementation. Allocation of resources scored a mean of 1.85 and a standard deviation of 1.337 indicated a positive response of the respondents. 79.12% strongly disagreed with this statement, 20.83% disagreed with a mean of 4.79 and a standard deviation of 0.410 that the resources allocated are utilized as per the set goals. David (2013) argues that allocating resources to particular divisions and departments does not mean that strategies will be successfully implemented. 62.5% strongly agreed, 20.83% agreed, 8.33% were neutral, 4.12% disagreed while 4.12% strongly disagreed registering a mean of 1.67 and a standard deviation of 1.078. This indicates that majority of the respondents strongly agreed with the statement. Resources are important in strategy implementation, as Bryson (2010) observes that people's intellect creativity, skills, experience and commitment are necessary towards effective implementation. 41.7% were neutral to the statement, 20.83% agreed, 20.83% disagreed, 10.42% strongly agreed and 6.25% strongly disagreed that the organization monitors and audits all the resources allocated by the government and other donor agency. A mean of 2.92 and a standard deviation of 1.048 were registered. This indicates that majority of the respondents were neutral with the statement. 39.58% strongly agreed, 37.5% agreed, nobody was neutral, 6.25% disagreed while 4.12% strongly disagreed with the statement. This is an indication that majority of the respondents strongly agreed with the statement with a mean of 2.23 and standard deviation of 1.462.

#### 4.1.5. Expected Outcomes of Strategic Plan and Implementation

47.92% strongly agreed, 41.67% agreed, 4.17% were neutral, 2.08% disagreed and strongly disagreed that strategic plan and implementation will lead to an improved employee service. This is an indication that majority of the respondents strongly agreed with the statement with a mean of 1.71 and standard deviation of 0.898. 62.5% strongly agreed, 33.33% agreed, 4.12% were neutral having a mean of 1.42 and standard deviation of 0.577 indicating that majority of the respondents strongly agreed that strategic plan and implementation will lead to an improved employee's satisfaction in terms of service delivery. 72.92% strongly agreed, 12.5% agreed, 2.08% were neutral. This is an indication that majority of the respondents strongly agreed that strategic plan and implementation will lead to an expansion of the organizational facilities with a mean of 1.46 and standard deviation of 0.771. 54.17% strongly agreed, 31.25% agreed, 2.08% were neutral. This is an indication that majority of the respondents strongly agreed that strategic plan and implementation will lead to efficiency in the internal process with a mean of 1.60 and standard deviation of 0.736. 83.33% strongly agreed, 35.42% agreed, 2.08% were neutral. This is an indication that majority of the respondents strongly agreed that strategic plan and implementation will result into improvement in procurement procedures with a mean of 1.37 and a standard deviation of 0.531.

#### 4.2. Correlation Analysis

The study used the Karl Pearson's coefficient of correlation ( $r$ ) to show the relationship between the study variables and their findings. It was seen that between strategic leadership and organizational performance, there was a positive correlation of 0.807; between organizational structure and organizational performance, there was a correlation figure of 0.743; between policies and procedures and organizational performance, a correlation figure of 0.764 was registered; and between resource allocation and organizational performance, a correlation figure of 0.939 was shown. This showed that there was a strong positive correlation being noted in resource allocation and lowest in organization structure with a positive correlation. This is as shown in Table 1 below:

	Organization performance	Strategic Leadership	Organization Structure	Policies and procedures	Resource allocation
Organization performance	1				
Strategic Leadership	.807	1			
Organization Structure	.743	.978	1		
Policies and procedures	.764	.916	.931	1	
Resource allocation	.939	.904	.889	.893	1

Table 1: Pearson's Correlations

#### 4.3. Coefficient of Determination ( $R^2$ )

Coefficient of determination was 0.931; this explains the relationship between dependent and independent variables to be directly proportional, i.e. the change in the dependent variable can be explained by the change in the independent variables. That is, the rate of variation in the organizational performance is attributed to strategic leadership, organizational structure, policies and procedures and resource allocation. This study reveals that 93.1% of organizational performance is featured by the combination of the four independent variables as shown in table 2 below:

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.965 <sup>a</sup>	.931	.924	.17938	.931	143.961	4	43	.000

a. Predictors: (Constant), Resource allocation, Organization Structure, Policies and procedures, Strategic Leadership

Table 2: Coefficient of Determination ( $R^2$ )

#### 4.4. Regression Analysis

##### 4.4.1. ANOVA

To establish the significance of the regression model, the study used ANOVA. This registered a significance value of 0.000 less than 0.05. Statistically, this significance value predicts how strategic leadership, organizational structure, policies and procedures and resource allocation affect strategic plan implementation on organizational performance in TSC Mombasa County. The regression model had a confidence level of above 95% hence high reliability of the results obtained.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.529	4	4.632	143.961	.000 <sup>b</sup>
	Residual	1.384	43	.032		
	Total	19.913	47			

a. Dependent Variable: Organization performance  
b. Predictors: (Constant), Resource allocation, Organization Structure, Policies and procedures, Strategic Leadership

Table 3: ANOVA

##### 4.4.2 Multiple Regressions

In order to determine the relationship between strategy implementation and the four variables investigated in this study, the researcher conducted a multiple regression analysis as shown in Table 4 below:

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
	(Constant)	.088	.415	.212	.833
	Strategic Leadership	.478	.156	.658	.004
	Organization Structure	-.785	.210	-.813	.001
	Policies and procedures	-.245	.229	-.132	.290
	Resource allocation	1.029	.092	1.177	.000

a. Dependent Variable: Organization performance

Table 4: Multiple Regressions Analysis

- The regression equation was:
  - $Y = 0.088 + 0.478 B_1 - 0.785 B_2 - 0.245 B_3 + 1.029 B_4 + e$
  - Where:
  - Y = Organizational Performance
  - a = Constant
  - B<sub>1</sub> = Leadership
  - B<sub>2</sub> = Organizational Structure
  - B<sub>3</sub> = Policies and Procedures
  - B<sub>4</sub> = Resources Allocation
  - e = error

## 5. Conclusions and Recommendations

### 5.1. Summary and Conclusions

The effects of strategic plan and implementation play a big part in public organizations. To achieve their set objectives for efficiency and effective services to their clients, public organizations need to consider a number of factors when doing strategic plan and implementation. In this investigation, the study looked at organizational leadership, organizational structure, organizational policies and procedures and resource allocation as the main variables. From the study, the researcher established that organizational leadership affects performance at TSC Mombasa County. It was noted that leadership is generally ineffective in motivating, supporting, communicating and innovating in building up shared behavior, vision, mission, norms and values formation among the employees to successfully support strategy implementation. It was clear that there was a positive correlation between strategic leadership and organizational performance shown by a correlation figure of 0.807. This demonstrates that leadership in any organization must be at the forefront and in doing so it will be easier to achieve the corporate objectives of employees.

The respondents strongly disagreed, disagreed though some agreed with the statement. This clearly demonstrates that organizational structure plays a critical role in strategy implementation and executive management do not know what kind of structure supports strategy implementation. The organization has many hierarchical levels involved in decision making; this shows that the organization performance in TSC is not tied together with the organization structure in achieving strategy implementation. It was concluded that organizational structure does not allow division of tasks among the various departments to enhance performance. This is because the organization does not co-ordinate individual efforts and roles in its success. Results of the study showed that tall organizational structures have no significant relationship with the implementation process.

The other objective of the study was to establish the effect of organizational policies and procedures in strategy implementation. A big number disagreed with the statement. It was clear that there was a mean of 0.475 which shows that majority of the respondents do not agree that the organization has well laid down policies and procedures to drive organizational performance.

The last variable of the study was to determine the effect of organization resources and allocation in strategy implementation at TSC Mombasa County. As a result, it was established that resources play a very important role in terms of strategy implementation and long range planning. The study clearly demonstrates that strategy implementation has a high performance to the other three variables. In all the statements, resource allocation has a strong positive correlation. Therefore, resources contribute to the achievement of strategy implementation and lastly resource allocation should be in line with strategy implementation. Organization resources are very critical for the success of strategy implementation because this assists in achieving strategies goals as stated.

Different results from the instruments used for data analysis and interpretation were recorded. The conclusion arrived at was; several effects to strategic implementation at the TSC Mombasa County results to poor strategy implementation. From the above research study, it is evident that the leadership, structure, policies and resource allocation are the key determinants to performance in an organization. The organization should destine its activities in focusing its vision, mission and goals in order to achieve the set objectives. If these variables are considered results oriented and aggressive in terms of ability to motivate, support, communicate and innovate in building up shared behavior, vision, mission, norms and values formation among the employees, successfully all related activities will support the process of implementation.

When strategies are well formulated and implemented, TSC Mombasa County would be at greater heights. This top management has to be choosy enough in strategies that are most appropriate fit in the environment. Poor leadership styles are the major impediments of strategy implementation in organizational systems. Poor leadership is as a result of miscommitment by the organizational leadership. Leadership commitment is a major issue and the managers must exhibit their willingness to demonstrate power and loyalty to the implementation process for it to succeed. It was further concluded that organisational policies and procedures were the main issues that affect strategy implementation.

The organizational structure can seriously affect strategic implementation in TSC Mombasa County if there is a gap between the employees and the management team. Tall structures lead to delays in decision making. This means that the organizational structure should be made easier to ease communication. The study thus concluded that resource allocation was the key to the growth of an organization and must be nurtured and protected.

### 5.2. Recommendations

The study found out that the top management is not committed. It is therefore recommended that leaders at TSC must motivate, support, communicate, innovate and promote the organization in building up shared behavior, vision, mission, norms and values formation among the employees for strategy implementation process to succeed.

It is clear that the base tool in the process of strategy implementation is communication. Contrary to this statement, communication at TSC is ineffective and this is as a result of its tall structures. It is therefore recommended that TSC should engage structures that are flexible for quick decision making, allow division of tasks, co-ordination of individual efforts and roles have a simple layer of reporting to enhance the organization's performance. This will enhance communication during and after an organizational change on organizational development to all levels in the appropriate manner.

The study also revealed that organization's policies and procedures were major challenges facing strategy implementation. It is therefore recommended that TSC to have clearly laid down adopted policies that create conducive environment to measure organization's performance and to support strategic implementation to benchmark themselves with other organizations globally.

### 5.3. Suggestions for Further Study

The study on effects affecting strategic plan and implementation was carried out in government owned organization. This may not fully determine the factors that influence strategy implementation. Comparative studies on the same issue need to be done in parastatals. Private organizations such as banks and hotels will highly ascertain the validity of the research findings.

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