

An Evaluation of Strategy Implementation on Organization Effectiveness: Case of Kenya Wildlife Service, Garissa County

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Abstract

Many organizations today are focusing on becoming more competitive, by launching competitive strategies that give them an edge over their rivals. To do this, they need to convert their strategies into actions (Porter, 1985). This calls for a strategic fit of an organization's structure, resources, culture, and systems. In the past it has been proposed that the public sector in Kenya experiences great difficulties in regard to implementing reforms and offering of quality services. This study sought to fill a gap by carrying out research on strategy implementation of the Kenya Wildlife Services. The purpose of this study was therefore to evaluate the factors affecting effective implementation of strategic plans by the Kenya Wildlife Service (KWS) in Garissa County. The specific objectives were to determine the influence of resources, culture, systems and structure on the implementation of KWS strategic plans. This was a case study since the unit of analysis was a single organization. The research used a descriptive research design to investigate the factors affecting strategy implementation. The respondents in this study were the employees of KWS and opinion leaders from the protected wildlife sites in Garissa County. A census study of 47 respondents was considered for this study. The researcher used primary data which was collected using self administered questionnaires and semi structured interviews. The collected data was coded and entered in computer software. Quantitative data was analyzed using descriptive statistics while qualitative data was analyzed by organizing data into appropriate categories. Both descriptive and inferential statistics were used for data analysis. The study concludes that the implementation of KWS strategic plans is faced by myriad of challenges such as inadequacy of funds, staff shortages, lack of training and motivation, poor orientation of the employees, inappropriate communication flow, and lack of information technology. The research recommends that provision of adequate resources, trainings, orientations, computer literacy and efficient communication are some of the solutions that need to be factored to ensure successful implementation of KWS strategic planning. The study further recommends research in similar organizations in different context.

Keywords: Strategy Implementation, Kenya Wildlife Service.

1.0 Background Information

In Kenya, strategic planning and implementation is a statutory requirement for state corporations; the KWS is no exception. The development policies of the government of Kenya are driven by the need of achieving Vision 2030. This is Kenya's new blue print that aims at transforming the country into an industrialized middle income nation, (Economic Recovery Strategy (ERS), 2006). Currently, organizations are engaged in strategic management processes of strategy formulation and monitoring their performance to achieve effective implementation of strategies. The modern environment is increasingly competitive, uncertain and complex. Organizations are therefore required to take proactive measures by planning in advance so as to incorporate changes as they evolve in the ever changing environment (Bryson, 1995). Business organizations depend on the environment for their survival and development. The management must therefore devise ways of responding to the challenges posed by the firm's immediate and remote environment. These challenges must be anticipated, assessed and incorporated into the management's decision-making process (Pearce & Robinson, 2003, Sababu, 2007; Ansoff, 1988).

According to Porter (1985), strategy is the goals and practices an organization adopts to stay afloat amidst fierce competition. Strategy is the action which gives a firm its direction. This involves holistic actions that are geared towards realizing the future of the organization. In this dynamic environment, successful strategy implementation becomes important for a firm to remain globally relevant and competitive. A well managed organization should have the ability to optimally reposition itself in a competitive business environment (Drucker, 1954). Strategy implementation though deemed difficult (David, 1997) is undoubtedly a critical phase for organizational survival. As Steiner (1979) observes, formulated strategies may fail if implementation is not effectively and efficiently done. According to Johnson and Scholes (1993), successful strategy implementation is a factor of organizational structure, resource allocation, and strategic change management; all of which are crucial in the implementation of KWS strategies.

1.1 Strategic management

This is an outward looking and describes the periodic activities undertaken by organizations to cope up with changes in the environment. It is a top management function which is concerned with making decisions with

regard to the determination of the organization's mission, vision, philosophy, objectives, strategies and functional policies. It also involves the development of long range plans for effective management of environmental opportunities and threats in light of organizational strengths and weakness (Sababu, 2007). Strategic Management entails a set of decisions and actions that lead into the formulation and implementation of plans designed to achieve a firm's objectives. Strategic management involves the planning, directing, organizing and controlling of organizational strategies that involve decisions and actions that reflect a company's competitiveness (Pearce and Robinson, 1991).

Irwin (1995) argues that strategic management is a game plan for operating the business, enhancing a firm's competitiveness, creating customer satisfaction and achieving performance targets. Strategic management deals with continuous success, business growth and competitive advantage brought about by implementing plans effectively and efficiently. This process provides the means, through which organizations analyze the environment, establish their desired position, create appropriate strategies and execute them. Strategic management process involves understanding the strategic position of an organization, making strategic choices for the future and turning strategy into action. It encompasses strategic analysis, choice and implementation. According to Porter (1980) strategic analysis is part of strategic management process that assesses the impact of the external environment, organization capability and stakeholders' expectations. Strategy implementation is the translation of strategy into action. It entails conversion of strategies and managing the ensuing change. Implementation involves executing strategy proficiently and efficiently, producing excellent results in timely manner and creating fits between strategy and organizational capabilities, reward structure, internal support systems and organizational culture (Johnson & Scholes 2004).

Thompson & Strickland (1989) define strategy formulation as a section of strategic management in which an organization establishes its direction, defines the objectives and sets the direction for an organization to pursue. According to Ansoff (1984), there are two major approaches to strategy formulation: deliberate or design (planned) and process (emergent). The planning style is strategy formulation that is deliberate and proactive, involving conscious planning ahead and is an outcome of formal and deliberate effort. Porter (1980) looks at the planned change from a design perspective, viewing strategy development as the deliberate positioning of the organization through a rational analytical structure and directive process. The emergent approach to strategy views strategy formulation as a continuous open ended and unpredictable process of aligning and realigning an organization to its changing environment. It recognizes the need for organizations to align their internal practices to the external conditions. Mintzberg (1994) asserts that realized strategy in organizations is a combination of both planned and emergent approaches. He noted that organizations start with planned strategies but environmental conditions interfere leading to dropping off some of the initial strategies and adopting some new strategies along the way to yield a combination of both approaches. Thus strategy is constantly adjusted with

Olsen (2005) and Pearce and Robinson (1991) noted the organization elements that are fundamental means of implementing of the firm's strategy as people, structures, leadership, resources, culture, and rewards. All these components must be in order to move from creating plan to activating the plan. Many organizations know their business and the strategies required for success. However many corporations, including public corporations, struggle to translate theory into action plans that will enable the strategy to be successfully implemented and sustained. According to Chapman (2004) most companies have strategies but far fewer achieve them. The organizations that fail do so not because of bad strategy but because of bad execution. Therefore effective strategy realization is important in achieving successful strategy execution. The present study therefore attempted to find out the factors affecting effective implementation of strategic plans in KWS in Garissa County.

1.2 Kenya Wildlife Services

KWS was established in 1989 to curb extensive poaching, insecurity, infrastructural and environmental degrading in the national parks and reserves. It replaced the Wildlife Conservation and Management Department (WCMD). The Sessional Paper No.3 of 1975 policy governs wildlife management in Kenya and its goals are to optimize the returns from these resources, taking account of returns from other forms of land use. KWS has the legal mandate to conserve and manage wildlife in the country and enforce related laws and regulations. The wildlife Acts No. 16 of 1989 spells out the functions of KWS to include; managing national parks and reserves, providing wild conservation and supporting wildlife policies. KWS also strives to sustain wildlife to meet conservation and management goals, and deals with the formulation of policies regarding the conservation, management and utilization of all types of fauna and flora. It also advises the government on the establishment of national parks, reserves and protects wildlife sanctuaries.

KWS controls approximately 8% of the country's landmass comprising 4 marine national parks, 5 national sanctuaries, 6 marine national parks, 22 terrestrial national parks and 28 terrestrial national reserves. KWS also controls 125 game stations outside protected areas. Within these parks and stations are infrastructural development like offices and residential blocks, training, institute, workshop, research centre, bandas, hotels, shops, restaurants, boreholes, road networks, airstrip & related plant and equipments. There are 8 Kenya wildlife service conservation areas namely; Western Area, Mountain Area, Central Rift Area, Southern Area, Tsavo area,

Coast and Northern Area. KWS mission statement is to sustainably conserve and manage Kenya wildlife and its habitats in collaboration with stakeholders for posterity (Kenya Wildlife Services (KWS), 2005).

Wildlife conservation and management continues to attract attention of the world for the value of wildlife resources. This has necessitated the need for increased innovation in the management and wildlife conservation. It was therefore realistic that KWS recognized the need to redefine its management strategies in the 2005-2010 strategic plans so as to approximately cope with these emerging issues. The proposed plan was aimed at consolidating this position and moving the institution to greater heights and move towards the appropriate direction.

From the KWS strategic plans for the period 2005-2010 four strategic objective have been identified. SO1: Achieve policy, legal and regulatory framework and stability to effectively discharge the mandate. The performance indicators for this strategic objective included production of new policy document and New Wildlife Act; enhance wildlife conservation, protection and management. Other indicators of performance include global recognition of KWS as a source of excellence on wildlife research management, conservation and management models and standards, development of biodiversity inventories, research documents, and adoption of KWS's conservation models by communities and /or private wildlife conservationists and local authorities. SO2: Strengthen institutional capacity.

The performance indicators included development of job evaluation exercise performed and clearer functional jurisdictions outlined; approved and new organizational structure; human resources and administration procedure manual; well trained, equipped and functional staff; organizational culture and cohesiveness plan, and introduction of performance management framework; development of staff houses and offices with services of wardens, rangers, and staff. Other indicators in this strategic objective include construction of gates, roads, airstrips, fences, water points and physical infrastructure constructed and renovated, new fleet of vehicles, plant, aircraft, and other equipments. The indicators also include the establishment of MIS support services, development of communication equipments and systems, and smartcard or alternative revenue collection system document. SO3: Improve KWS's recognition, linkages, and relationship with stakeholders.

The performance indicators to this objective included the development of database of stakeholders, Gok, and KWS; collection of information between the stakeholders, Gok, and KWS; collaboration with Communities, local authorities, private game ranchers and cross border collaboration, signed agreements; signed logos for various parks, increased awareness by the public on KWS activities; development of an effective and interactive website. SO4: Ensure full implementation of the strategic plan. The performance indicators included signing of performance contracts with heads of department; performance managed system implemented and the number of activities outlined in the strategic plan implemented in time and within the budget (KWS, 2005).

The implementation of KWS 2005-2010 strategic plan had a mixture of national impact. During this period there was the construction of a 40 km electric fence along the Ura-Tana boundary of Meru National park; acquisition and installation of a new training facility in Meru; translocation of impalas from Marula ranch and zebras from Marula to Mutara ranches; the Mt. Kenya East project enhanced water resource management, environment conservation management; rural livelihood on the eastern slopes of Mt. Kenya in 5 districts of Embu, Meru Central, Meru south, Mbeere and Tharaka. Information Communication Technology was developed through the Wide Area Network covering the KWS headquarters, Nairobi National park, Lake Nakuru National park KWS training institute, the Airwing office and Central workshop. Also new rangers' houses were built in Kakamega Forest National park, Hell's Gate, at KWS headquarters' and Central workshop; gates were constructed at Ol Donyo Sabuk and Saiwa National parks while a kitchen, barracks, library, chapel and mosque were built at Manyani Field Training school. KWS also secured billboards at Jomo Kenyatta International, Moi International Airport, Mombasa and Malindi Airport.

There was also the development of logos for Kakamega Forest National reserve, Hells Gate, and Mount Longonot parks. To improve tourism potential of Western Conservation Area, the Kakamega Forest bandas were completed and a Tree Guest house constructed in Saiwa Swamp National park; various leases and tenders were finalized including Garissa WPU camp, Meru Mulika, Fig Tree, Aruba Dam, Come to Africa, Mzima Gift shop, Embu premises (KWS, 2007).

Despite of all these achievements, a number of challenges remain. Some of these include decentralization of management to the regions while letting the head office provide oversight role and leadership has not been fully achieved. Equally, the information sharing remains a challenge and continued investment in ICT has not been enhanced to ensure complete networking for all divisions and regions. There is no clear policy on disposal of trophies yet in place while risk management strategy was not given complete attention (KWS, 2008). Other challenges that continue to face wildlife enforcement in Garissa district despite the adoption of strategic plans include poaching by armed and organized gangs; destruction of water catchments areas through logging, charcoal burning; unauthorized harvesting of medicinal plants; encroachment of illegal human settlement and activities in protected areas; bush meat poaching and contraband trade in wildlife species and their products; poor infrastructural development (KWS, 2007).

From the above analysis it is crystal clear that Garissa district has not achieved significant positive changes from the implementation of 2005-2010 strategic plans compared to other regions in Kenya. The reasons for the poor implementation of the strategic plans by KWS in Garissa County, it was the gap that this study sought to fill. Additionally, most studies carried out on strategic management are foreign but not Kenyan based. It was therefore necessary to conduct a study based in Kenya to ascertain and fill this contextual gap.

1.3 Statement of the problem

Most state managed public organizations tend to formulate their strategies at their headquarters and thereafter transfer them to the lower regions for implementation without the involvement and participation of all the local stakeholders. The headquarters mostly expect the branch offices to implement these strategies based on the directives from above. Strategy implementation is therefore deemed to fail due to staff resistance and environmental discrepancies. In most cases strategies that are formulated at the head office may have had limited participation and input from the employees at regional centers. These challenges can lead to total failure or sub optimum performance of otherwise excellent strategies. Hrebiniak (2005) states that strategy implementation is still new field of management and has not been fully understood compared to formulation. The need to add to the existing knowledge is yet a gap to be filled by this study. Additionally, the current literature is biased towards developed nations, creating a further gap in the emerging economies and their unique needs. Again, most of the studies done have concentrated on the manufacturing industry therefore necessitating the need to carry out research on the service industry of the economy.

2.0 LITERATURE REVIEW

2.1 Theoretical review

This study is based on Porter's and Mintzberg theories and models of strategic management. Porter's five forces theory of strategic planning provides a framework that models an industry as being influenced by five forces (Porter, 2007). The strategic business manager seeking to develop an edge over rival firms use this model to understand the industry context in which the firm operates. In this five forces model, Porter assumed that companies, when planning strategic survival, must do so within the framework of five forces; the force of suppliers, the force of buyers, the force of substitute products, the force of new entrants, and the force of competitive rivalry. Rivalry among existing firms is determined by the number of firms in that industry. This creates a competition in which firms try to take customers from one another through strategies like changing prices; improving product differentiation, creativity using channels of distribution and exploiting relationship with suppliers. The intensity of rivalry in an industry is influenced by large number of firms because more firms must compete for the same customers and resources; slow market growth hence firms fight for market share; high fixed costs that result in an economy of scale; high storage costs that make a producer to sell goods as soon as possible; low switching costs as a customer switch from one product to another freely hence greater struggle by firms to capture customers; high exit barriers that place a high cost on abandoning the product and therefore the firm must compete.

The threats of substitute products exist when a product's demand is affected by the price change of a substitute product. As more substitutes become available, the demand becomes more elastic since customers have more alternatives. A close substitute product constraints the ability of firms in an industry to raise prices. Substitute products limit the potential return in an industry by placing a ceiling on the price the firms in the industry charge (Porter, 2005). The power of the buyer is the impact that customers have on a producing industry. In general, when buyer power is strong, the relationship to the producing industry creates a market in which there are several suppliers and one buyer. Under such market conditions, the buyer sets the price. Buyers are powerful if they are concentrated i.e. there are a few buyers with significant market share; buyer purchase a significant proportion of output; buyers possess a credible backward integration threat hence can threaten to buy producing firm or rival (Porter, 2007). Supplier's power can exert an influence on the producing industry such as selling raw materials at a high price to capture some of the industry's profits. Determinants of supplier's power include supplier concentration in one place, importance of volume to suppliers, switching costs, threat of forward integration and customer's power (Porter, 2007).

The possibility that new firms may enter the industry affects competition. Firms entering an industry bring new capacity and desire to gain market share and profits but whether new firms enter an industry depends on the barriers to entry. Barriers to entry include government policies; economies of scale; brand identity; asset specificity and capital requirement. Strategy can be formulated on three levels: corporate level, business level or functional or departmental level. According to Porter (2005) there are 3 main generic strategies that can be used to counter the five forces. They include cost leadership, differentiation and focus strategies that can be implemented at the business unit level to create a competitive advantage. The proper generic strategy will position the firm to leverage its strengths and defend against the adverse effects of the five forces. Porter (1985), views strategy as the goals and practices an organization adopts to stay afloat amidst fierce competition. Strategy is about action which gives a firm its direction. Successful strategy implementation becomes more important for

an organization to remain globally relevant and competitive. Based on this model, the management of KWS attempted to execute its strategic plans so as have an edge over its rivals and therefore increase its efficiency and effectiveness in service delivery.

Mintzberg (1987) defines strategy with a variety of views; as a plan, ploy, pattern, position and finally a perspective. Strategy as a plan deals with how leaders try to establish direction for organizations; while as a ploy it takes us to the realm of direct competition in order to gain competitive advantage. As a pattern strategy focuses on action that is consistent in behavior and is crucial to achieving organizational goals. Strategy as a position encourages organizations in their competitive environments in order to protect, avoid or subvert competition. Strategy as a perspective is an ingrained way of perceiving the world. Strategies are abstractions which only exist in the minds of interested parties.

2.2 Empirical review

In strategy implementation, strategies and functional policies are put into action through the development of programs, budgets, procedures structures, cultures, motivation, communication, leadership, resource allocation, working climate and enforcement. Strategy implementation is concerned with monitoring the effectiveness of the objectives and functional policies towards the mission and it is primarily the function of all employees of the firm (Sababu, 2007; Irwin, 1995; Pettigrew 1988; Pearce & Robison; 1997 & Lynch, 2000). Strategy execution includes the full range of managerial activities associated with putting a chosen strategy into place, supervising its pursuit and achieving the targeted results (Thompson & Strickland, 1989). Pearce and Robinson (1991) noted four organization elements that are fundamental means of institutional firm's strategy as: structure, leadership, culture, and rewards.

2.2.1 Resources and strategy implementation

David (2003) describes resources that an organization has at its disposal as mandatory in implementing the strategy. Resources include financial, physical, human and technical. Thompson (1990), Tregue and Tobia (1991) observed that a strategy is presumed to be realistic if the required resources are available.

The allocation of resources is an indicator of management commitment to strategy execution. Allocation of resources entails availing of material and human resources required for the strategy implementation. Pearce and Robinson (1988) regard the annual budget as a major channel for resource allocation. Thompson and Strickland (1989) align the budget with strategy to imply providing adequate people and funds. Implementing teams must be deeply involved in the budget process with such budgets being flexible enough to take into account evolving changes. Taylor (1986) contents that there should be staff development programs to build capacity, reward and incentive systems and performance evaluation program that will motivate and identify capability gaps. In a survey carried on firms by Lusterman (1988) established that training of workers enhances strategy implementation.

The first stage of implementation of the corporate plan is to make sure that the organization has the right people on board. These include those folks with required competencies and skills that are needed to support the plan. In the months following the planning process, it is important to expand employee's skills through training, recruitment or new hires to include and add new competencies required by the strategic plan. The organization need to have sufficient funds and enough time to support the implementation process. True costs are estimated and identified. True costs include realistic time commitment from staff to achieve a goal, a clear identification of expenses associated with a tactic, or unexpected cost overruns by a vendor. Additionally, employees are given enough time to implement any additional activities that they aren't currently performing (Olsen, 2005; Sababu, 2007).

In the period of the strategic plan, variables are likely to arise during implementation that may not be obvious at the beginning. However, during annual performance plans, envisaged changes, challenges, and other unforeseeable factors can easily be incorporated and adjustments made. These are rationalized against the budget estimates and actual resource availability for execution (KWS, 2008). According to Lorange (1996), strategic plans must be explained; there must be an early commitment to support and participate in the planning effort by all affected users; there must be a realistic assessment of resource needs. This includes making the necessary staff and support facilities available, providing necessary budgets for training, meetings, equipment, and implementation. Irwin (1995) adds to this suggestion by stating that strategy execution involves building an organization with the ability to carry out strategy implementation successfully, allocating ample resources to strategy critical activities, establishing strategy supportive policies, instituting best practices and programs for continuous improvement, installing support systems, tying reward structure to achievement of results, creating a strategy supportive corporate culture and exerting strategic leadership.

2.2.2 Structure and strategy implementation

Successful strategy implementation depends to a large extent on the organization's structure because it is the structure that identifies key activities within the organization and the manner in which they will be coordinated to achieve the strategy formulated. Structure also influences how objectives and policies will be established, how resources will be allocated and the synergy across the departments. It is necessary for an organization to

rationalize its operational /management structures so as to streamline it to be effective in strategy execution. This would include transfers, mergers, and creation of new departments and divisions for effective management. The organization structure therefore should fit with the intended strategies. According to Olsen (2005) an organization establishes the structure of management and appropriate lines of authority, open lines of communication with employees during the execution of strategies. A plan owner and regular strategy meeting are two easiest ways that the management adopts to put a structure in place. Meetings to review the progress are scheduled monthly or quarterly, depending on the level of activity and time frame of the plan. Robin & Coulter (2002) observe that Structure in organizations encompasses the framework by which tasks are organized and coordinated. It is the basic way the firm's different activities are organized to achieve efficiency and effectiveness. Pearce & Robinson (1991); Johnson and Scholes (2004) identified different organization structures: simple structure; functional structures; matrix structure, and team based structures. Chandler (1962) observes that there is a need for building an internal organization structure that is responsive to the needs of the strategy. Drucker (1974) indicates the structural design of a firm has to have clear key activities needed to produce key results.

A new strategy may not necessarily fit in a current organization structure. Therefore the structure needs to be aligned to fit the new strategy. Thompson and Strickland (1989) noted the need to have a good link between strategy and internal organization structures, allocation of budgets, rewards and incentives, internal policies, practices & procedures and culture. A well laid out strategy means nothing if it is not clearly understood in terms of its application in the day to day functioning of an organization. According to Byars et al (1996), Poor planning, ineffective communication, flawed vision and unclear goals can be a hindrance to strategy implementation. From the study by Chapman (2004) all doors of communication are opened as a way of problem solving and feedback provided immediately to enhance strategy implementation. Development of ICT facilities is pivotal in creating the necessary networking to the whole organization. For the strategic plan to be achieved all the departments need to work dependently and effective communication is quite crucial because it provides synergy. Information access, sharing and exchange are exploited to their full potential. Bass (1985) and Burns (1978) suggest that transformational change in organizations is linked to leadership. Mullins (1996) observes that leadership is a relationship through which one person influences the behavior or action of other people. Leadership is one of the many factors which can impact upon the development and implementation of strategy.

Leadership is the process of persuasion, where an individual induces a group to pursue certain objectives. One aspect of effective leadership involves restructuring organizational architecture in a manner that motivates employees with the relevant knowledge to initiate value-enhancing proposals. This ability can only be achieved if we have an enabling leadership that empowers their followers to go for exemptions on aspects such as being visionary and a team player in all that takes place (Dubrin, 2001).

Leadership plays a central role in strategy implementation because organizations need people to bring about the necessary changes in strategy implementation and therefore requires the assembling of a capable team with the right skills. Pearce and Robinson (2001) note that the managers must have skills, personalities, education and experience to execute the strategy. This may require utilizing existing staff or hiring new personnel from outside. Leadership involves the provision of motivation and management values needed for successful strategy implementation. The leadership task entails putting internal support systems in order to gain the support of key people and neutralize resistance. The leadership style adopted in implementing strategy will be wholly dependent on the firm's specific situation (Pearce & Robinson; 1991; Learned, Christensen, Andrews, & Guth, 1969). Thompson and Strickland (1989) cite strategic leadership, building organization capacity, availing the financial resources, motivating employees and linking work to strategic performance targets as important components of strategy implementation. Thomson and Strickland (2003) propose that effective leadership reflects attributes on what is happening in the organization through close monitoring, promoting a culture of mobilizing employees and motivating them to high performance levels, and keeping the organization responsive to changing conditions. Learned et al (1969) and Thompson (1990) advocate for adequate administrative procedures in order to facilitate smooth implementation of strategies.

Effective strategy implementation requires that the organization's administrative elements have a strategy supportive structure, budget, competent employees in right jobs, well laid down performance targets, internal supportive administrative systems, and visionary leadership that motivates and manages the change process in a conducive innovative and responsive work environment. Pearce and Robins (1991) indicates that successful strategy implementation depends largely on the organizational structure. The choice of a new strategy results in new administrative problems leading to a decline in performance. Organizations are therefore compelled to shift the structure to be in line with the strategic needs to achieve an improved strategy execution.

2.2.3 Systems and strategy implementation

Both management and technology systems help track the progress of the strategic plan and make it faster to adapt to change. As part of the system, the organization builds milestones into the plan that must be achieved within a specific time frame. This can be achieved through the use of a score card tool so as to incorporate

progress tracking and milestones. Development of ICT facilities is pivotal in creating the necessary networking to the whole organization. For the strategic plan to be achieved all the departments need to work dependently and effective communication is quite crucial because it provides synergy. Information access, sharing and exchange are exploited to their full potential (Chapman, 2004).

When implementing corporate strategy action plans are developed. The action plans indicate the resource allocations, schedules and the overall blue print for the goal achievement. The organization is able to specify the means and incorporate the ideas to determine the schedules for each action plan. Action plans are important in strategy implementation because they not only specify the means but also incorporate ideas to determine organization's goods, services and means for achieving them.

Action plans need people, materials, money, outside service, equipment, support from top management and adequate time for effective strategy implementation. The management develops options to get a strategy once derailed back on track. This may include changing the schedule action steps, strategy or the objective. It's important to ensure that when performing tasks, only one task after another is carried out at a given time. This helps to prioritize activities whereby the prioritized task is pursued at any given time. This is important because it ensures that individual or team performance is focused, encourages synergy in the operations, creates motivation because it recognizes a feeling of achievement and helps to classify tasks from easy to difficult tasks. This encourages systematic completion of operations. An organization develops clear programs during strategy execution because they make the strategy action oriented. These include statements of activities and steps that should be followed in order to accomplish each strategic plan. When preparing the program of actions to be done proper consideration are taken by the management on possible certainties and uncertainties. The management identifies the best alternative to be implemented should the envisaged activity fail.

2.2.4 Culture and strategy implementation

Culture entails shared meaning, shared understanding and shared sense making. Culture impacts on most aspects of organizational life, such as how decisions are made, who makes them, how rewards are distributed, who is promoted, how people are treated and how organization responds to environmental changes (Morgan et al, 1998). Culture covers the fundamental values, beliefs, attitudes and patterns of people in which firm operates Robinson and Coulter (2002). Management systems should be developed in a way that motivates employees from top to bottom to pursue growth oriented; innovation focused competitive strategies (Cole, 2004). Culture can help in rallying employees to either support the strategy or derail it. Culture guides the actions of organization members without further detailed instructions to discuss how to approach particular issues. Organization culture facilitates the mode of communication, decision-making, control, company relationships as well how the organization relates to the external environment. The strategy implementers must therefore ensure that strategy is always in line with culture to avoid staff resistance (Sathe, 1983).

Pearce and Robinson (1991) identified the importance of motivation of employees through reward systems. They observe that the reward system should be an all inclusive approach so that the whole organization is motivated towards the strategy execution. The reward may take the form of bonuses, promotions, incentives, recognition or any other perks based on the firm cultural setting. Poorly managed reward and compensation systems in an organization can result in demoralized staff, subdued strategic thinking and employees' turnover. Motivation re-awakens the employees' spirit towards meeting the set targets. Strategy deployment involves clear role definition and presentation of individual strategy maps. Assignment of responsibility within given timelessness is spelt out at departmental unit and individual levels. Relevant training is given to staff to up skill them for strategy execution. The management can also allow the employees to grow and acquire experience or hire new employees (Birnbaum, 2000).

According to Olsen (2005) during strategy implementation the firm creates an environment that connects employees to the organization's mission and that makes them feel comfortable. To reinforce the importance of focusing on strategy and vision, the management introduces rewards for any success achieved. It also develops some positive and negative consequences for achieving or not achieving the strategy. The rewards may be big or small, as long as they lift the strategy above the day- to-day hence people make it a priority.

Byars (1992) argue that organization culture can be classified by individual autonomy in terms of responsibility and accountability; structure in the form of rules, supervision and control on individual employees; performance in relation to rewards and risk tolerance. Synergy is important in strategy implementation. This is done between and among functions and business units; the returns of the whole organization are greater than an individual department. While executing strategy, the departments and sub-sections dependently. Synergy across departments is emphasized. The economies of operations and combination of activities are given the priority. The overall corporate strategy on its own would be meaningless if each division, department, or business unit go it alone. In terms of application, each unit maps its own strategies and activities towards the mission and vision of the organization. Strategies require both vertical and horizontal linkages in order to support coordination during strategy implementation (Birnbaum, 2000). According to Ansoff (1988) there are four types of synergy which often affect the success of an implemented strategy. They include marketing strategy which entails

common distribution channels, sales force and warehousing; operating synergy which leads to greater utilization of facilities and personnel; investment synergy which involves joint use of plant, raw materials, access to capital; and management synergy which refers to the addition of new products or businesses to enhance overall performance. An organization needs synergy in the activities and operations to be able to achieve complete implementation of its programme.

2.3 knowledge gaps

The literature review has generally indicated that strategy implementation in different parts of the world face challenges. These factors range from resources, culture, structure and systems in developed countries. This study sought to establish whether these conditions influence strategy implementation in Kenya. Apart from filling this contextual gap, the study sought to update knowledge on strategy implementation by focusing on the service industry because most literature has emphasized on the manufacturing industry.

3.0 RESEARCH METHODOLOGY

3.1 Research design

The research was a census survey of the KWS in Kenya, which was meant to determine the key challenges KWS encounter in Kenya in implementing the organizational strategies. The study adopted a case study design. The research design which was used in this study was a descriptive research design. This design refers to a set of methods and procedures that describes variables. It involves gathering data that describes events, it then organizes, tabulates, describes and depicts data. This design was best suited to identify most issues and complexities involved in the implementation of Kenya Wildlife Service strategic plan for the period 2005-2010. The study population comprised of all the management and non-management staff of KWS Station and local community leaders from the protected sites in Garissa County. There were 35 KWS employees in Garissa KWS station that were targeted for the study (Wambua, 2009). The study also targeted opinion leaders from the wildlife protected sites in the region. The study population included all the 35 KWS staff and 12 opinion leaders selected purposively from the 3 national reserves and/or sanctuary in Garissa County. The study population was therefore 47 respondents. Data analysis was done using statistical techniques. Both descriptive and inferential statistics were used to analyze data. Qualitative data was analyzed by organizing the information into categories. Excel sheets, Statistical Package for Social Sciences and other computation formulae in research were used to derive the regression value as well as the correlation matrix between dependent and independent variables respectively. The regression equation of the form of $Y = b + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + E$; where Y= implementation of strategic plans, X1= Resources, X2= Structures, X3= Culture, X4= Systems while E=Error term in the equation was used for inferential analysis. Data collected was presented using appropriate tables, graphs, figures, percentages and descriptions.

4.0 Findings

4.1 Regression Model

The researcher conducted inferential statistics to establish the extent to which the independent variables affect the dependent variable. In this regression analysis and correlation matrix were derived. The multiple regression analysis was conducted to determine the relationship between implementation of strategic plans and the four independent variables i.e. culture, systems, resources and structures.

Table 1: Model Summary

Model	R	R Square	Adjusted R square	Std. Error of the estimate
1	0.794(a)	0.630	.607	0.46316

Predictors : (constant), Culture, Systems, Resources, and Structures

(Source: field data, 2014)

Coefficient of determination explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable (implementation of strategic plans) that is explained by all the four independent variables (culture, systems, resources, and structures). Analysis in Table 1 shows that the coefficient of determination (R^2) equals 0.630, that is, the four independent variables that were studied (culture, systems, resources, and structure) explain only 63% of the implementation of the strategic plans while other factors not studied in this research contribute 37% in the implementation of strategic plans in the parastatals in Kenya. Therefore, further research should be conducted to investigate the other factors (37%) that contribute to implementation of strategic plans.

Table 2: Coefficient of Determination

Model		Unstandardized coefficients		Standardized coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.319	.916	.000	4.285	.000
	Culture	.219	.048	.032	3.406	.006
	Systems	.198	.071	.232	3.773	.008
	Resources	.114	.164	.193	1.870	.013
	Structure	.028	.050	.048	3.575	.025

(Source: field data, 2013). Dependent Variable (Y): implementation of strategic plans

4.2 Model Elasticity

The regression equation obtained was in the form of; $Y = 1.319 + 0.219X_1 + .198X_2 + .114X_3 + .028X_4$ where Y= Implementation of strategic plans, X_1 = Culture; X_2 = Systems; X_3 =Resources and X_4 = Structure.

Constant =1.319, shows that if culture, systems, resources and structure were all rated as zero, the level of implementation of strategic plans in Kenya will be 1.319.

$X_1 = 0.114$ shows that taking all other independent variables at zero, a unit increase in resources will lead to a 0.114 increase in level of implementation of strategic plans in the Kenyan parastatals.

$X_2 = 0.219$ shows that one unit increase in culture will lead to a 0.219 increase in level of implementation of strategic plans in the Kenyan parastatals.

$X_3 = 0.198$ shows one unit increase in systems will lead to a 0.198 increase in level of implementation of strategic plans in the Kenyan parastatals.

$X_4 = 0.28$ shows that one unit increase in structure will lead to 0.28 increases in level of implementation of strategic plans in the Kenyan parastatals.

From this analysis it depicts that culture contributed the most effect towards the implementation of strategic plans in the sampled parastatal followed by systems, resources and structure. At 5% level of significance and 95% level of confidence, resources had a significant level of 0.013; culture had 0.006 level of significance; (the most significant) systems had a significant level of 0.008 while structures had 0.025 level of significance.

5.0 Conclusion and Recommendations

5.1 Conclusion

From the findings of this study, the following emerged as the factors affecting effective implementation of strategic plans in KWS in Garissa County. On resources the study identified inadequate funds; training opportunities for the workforce; and inadequate staff. Other factors included insufficient motivation of staff; and inadequate orientation of the employees on the organization strategies. About structure, there was lack of prompt meetings to discuss the development of the strategic plan; inadequate communication channels; and feedback to employees' grievances. Concerning the impact of systems on the strategic plan, the research identified lack of adequate computer training and low computer literacy levels among the staff. Based on the findings of the study it is evident that strategic planning of KWS is done at the headquarters without the participation of all the stakeholders especially at the local sites. By not involving other staff at the branches in planning, KWS creates room for failure in implementation.

5.2 Recommendations

This study recommends the provision of adequate funds to the strategic plans in order to facilitate timely completion of action plans and avoid deficit budgeting. There is also need to provide sufficient training for all the employees and other targeted stakeholders so as to expand their skills and be able to improve their performance; the progress of the strategic plan should be reviewed periodically and those employees who meet the set targets should be rewarded in order to motivate them to work hard. There is also need for the management to hold regular meetings with the rest of the staff so as to discuss matter arising from the implementation of the strategic plan- this could be monthly or quarterly depending on the level of the activities. The management should ensure immediate feedback to the employees' grievance to avoid derailing the execution of strategies. The organization should also provide adequate orientation to its entire staff to enable them to understand and own the strategic plan. The organization should provide computer knowledge for efficient and effective execution of the organizational strategies. Further research in similar organization in different environment should be conducted.

5.4 Suggestions for further research

In view of the findings in this research, the following areas need further research:

- (i) Implementation of strategic plans in the private sector in Kenya.
- (ii) The impact of effective strategy formulation on the performance of Parastatals in Kenya.

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