

Effect of Strategic Organisational Culture and Stake Holders Involvement on Strategy Implementation in the Administrative Police Service in Kenya

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Abstract

In order for organizations to achieve their goals and objectives, it is necessary for them to adjust to their environment through strategy. It is therefore imperative for the Police service in Kenya to understand their resources and the forces that shape organizational competition. However it has been known that significant number of strategic initiatives fail during their implementation since it has been recognized as the biggest challenge for organizations. Kenya's Vision 2030 lays emphasis on security as crucial pillars for economic growth implying the police play a crucial role in creating the conditions in which development can take place. The Administration Police Service in trying to better its service delivery has so far drawn up three strategic plan with 2013-2017 being the current plan under implementation. However, there has been little change in the structure, accountability and attitude of the police service to match these plans. Despite experiencing numerous attacks, 5% of people in Lamu County view the police as a threat to local security and 25% of residents rated the police performance as quite bad while previous reports indicate that the police were slow in responding to attacks in the county. This study therefore sought to find out the determinants of an effective strategy implementation in Administration police service in Kenya. Specifically the study sought to determine the influence of management style, communication, organizational culture and stakeholder involvement on effective implementation of strategies. The findings of this study will seek to fill the existing information gap on the issues impeding the implementation of the strategies at Administration Police Service as an instrument of modernizing the Administration Police which has been shown to be making slow progress on intended reforms in the service. The study adopted a cross sectional descriptive design involving survey of senior officers and 212 junior police officers. The senior police officers including County/Sub-county Commanders and head of Divisions were purposively sampled to respond to key informant interviews while junior officers stratified into divisions were randomly selected to respond to self-administered questionnaires. Organizational culture in APS in Lamu County was fairly supportive of strategy implementation. There was above average involvement of staff despite low levels of continuous investment in employee skills. In addition, there were consistent actions in the APS although leaders did not 'practice what they preach'. The APS also was averagely adaptable despite being somehow opaque in its operations. Officers were also not excited about the organizational vision in the APS. The stakeholders' involvement was moderately high. Other government agencies were highly involved in strategic implementation by the APS while local community members, junior officers and commanders were moderately involved. Other government agencies took highest priority and attention in the APS and these agencies also had the highest power to influence APS. On the other hand junior officers were actively seeking attention for requests they submitted to the APS.

Keywords: Police, strategy implementation practices, strategy, strategic leadership, communication.

1.0 INTRODUCTION

According to Pearce and Robinson (2000); Kandie and Koech (2015), in order for organizations to achieve their goals and objectives, it is necessary for them to adjust to their environment through strategy. It is therefore imperative for the Police service to understand their resources and the forces that shape organizational competition. As a way of meeting these increasing demands the police globally have embraced the issues of strategic management (Sterling, 2003; Kimiti, *et al.*, 2014). It is imperative to note that even the well-crafted strategies are useless if they cannot be implemented (Prasad, 2015). However it has been known that significant number of strategic initiatives fail during their implementation since it has been recognized as the biggest challenge for organizations (Blahová & Knápková, 2011). The increased demand for better quality services from the Kenyan government has risen as a result of increased citizens' expectation about the quality and value of those services rise (Chemwei, *et al.*, 2014).

Strategy implementation is an action phase of the strategic management process involving putting the chosen strategy into practice, resourcing the strategy, configuring the organization's culture and structure to fit

the strategy and managing change (Schermerhorn, 2010). Effective implementation of a strategy occurs when the resources and actions of the organizations are linked to the strategic priorities, when the objectives set are achieved and when main factors of success are identified and the alignment reporting and performance measures (Sorooshian, *et al.*, 2010). Implementation of a strategy is seen as a non-linear process since it involves continually scanning the environment changes in the process and adjusting the strategy according to these changes so as not to render the strategy being implemented useless at the course of implementation (Campbell, *et al.*, 2002).

Police reforms across the world are constantly carried out as a standard practice of modern policing since they are always under great pressure from state and non-state actors to reduce an ever increasing criminal instances while at the same time operating within the confines of the law (Savage, 2007; Chtalu, 2014). Successful police reforms however is associated with proper implementation of strategic plans as a driver to open police culture as well as presenting greater opportunity for external scrutiny of policing activities. A study of Romanian and Bulgarian police found that, despite police reform efforts through strategic planning, police-community relations were still characterized by distrust (Andreescu & Keeling, 2012). Similar findings were also recorded in Maldives where it was found that despite implementing strategic plans there appeared to be a disconnect between the community's expectations and police priorities (Srivastava & Kotwal, 2011). Contrary findings were made among Queensland Police Service which found that strategic planning was associated with successful reforms in the police service (Hann & Mortimer, 2003).

1.2 THE ADMINISTRATION POLICE IN KENYA

Administration police service is established under provisions in an act of parliament known as the police Act, Chapter 85 of the law of Kenya. The service is divided into counties and formations for ease of administration. The counties are subdivided into divisions, stations and posts. The service has an organization structure which includes the Directorate of Administration, planning and administration section. The section is responsible for the preparation of the service's strategic plan among other functions (Kenya Police & Kenya Administration Police, 2003). The Administration Police Service operation extends to lowest echelons of administration (i.e. sub-locational level) thus is aimed at ensuring that security services are accessible to all irrespective of geographical locations (Administration Police Service, 2015). Administration Police are charged with the responsibility of assisting the provincial administration and other agencies in execution of their mandate, provide policing and paramilitary services to compliment the Kenya police and to provide alternative capacity for use during situations of state emergencies (Kiraithe, 2011). The Kenya Police role focuses primarily on preventing and detecting crime down to the station level while the Administration Police focuses on community safety and conflict resolution at the local level, particularly in rural areas. Typical of other public sector organizations, the aim of the AP is to maximize output within a given budget (some organizations currently having to try to do both) and, while elements of competition do exist, it is much more common to think of collaborators.

The Administration Police Strategic Plan (2009-2013) is similar to the previous strategic plan of 2004-2009 with the inclusion of public-private partnership aspects and monitoring and evaluation system. The new 2013-2017 strategy envisions more efficient services with incorporation of technology as a strategic objective. However, there are great similarities, especially in the priorities, between these three strategic plans implying that they were consistently not satisfactorily addressed (Kiraithe, 2011). Further preceding strategic plans have not been evaluated but the current plan only highlights the achievements that were made in previous plans with recognition of need of improvement without laying bare the challenges experienced during implementation of the predecessors. It is therefore hard to tell the extent to which each objective was achieved and the challenges experienced in implementation in order to improve on plans of action in the future (Tabo, 2013).

1.3 STATEMENT OF THE PROBLEM

Many public organizations today face major unpredictable changes as a result focusing on becoming more competitive by launching strategic plans that give them an edge over others but these plans ends up collecting dust on shelf (McNamara, 2008). This calls for a strategic fit of an organizations core competence levels, technology, leadership styles markets, culture, people and environmental influences. Kenya's Vision 2030 lays emphasis on security as crucial pillars for economic growth and therefore the police being the main providers play a crucial role in creating the conditions in which development can take place (Safeworld & PeaceNet, 2008; Kivoi & Mbae, 2013).

The Kenya 2010 Constitution stipulates various police reforms which if fully implemented will revamp the Police Service and address cases of police welfare, impunity by rogue officers, inefficiency and gross human rights violations (Kivoi & Mbae, 2013). As part of the police reform process, both the Administration Police and Kenya Police were required to produce five-year strategic development plans as a means to help them manage competing demands and identify clear priorities. The Kenya Administration Police Strategic Plan 2004 – 2009, The Kenyan Administration Police Strategic Plan of 2009 – 2013 and the new Kenyan Administration

Police Strategic Plan 2013-2017 all aimed to transform APS into a world class service.

However, there has been little change in the structure, accountability and attitude of the police service to match these plans. Reports commissioned by the Government of Kenya including Kriegler, et al., (2008), National Task Force on Police Reforms, (2009) and Waki, et al.,(2008) all indicated that the Police service in Kenya has poorly adapted to changes in the external environment. As a measure of output in the AP strategic plan, it envisioned 46% drop in crime rate but in 2014, crime reported to the police declined by 3.4% while the number of offenders reported reduced by 3.7% (KNBS, 2015). Also in the Strategic plan of 2009-2013, the AP recognize the absence of establishment of a monitoring and evaluation to assess the implementation of the previous strategic plan and therefore recommends for the establishment of this critical component to evaluate its implementation as well as ensuring it remains on track to be done at least quarterly (Administration Police, 2010). However, evidence has it that this evaluation rarely happens save for an annual event. Further, although a new strategic plan 2013-2017 has been drawn it is yet to be launched and reforms in the police sector in general have been slow.

Also there has been reported increase of up to 30% in extrajudicial killings in 2014 from 2013 by the police (IMLU, 2014; KNHCR, 2014). The police also face constrained police-community relations for instance, in an earlier survey it was reported that 58% of Kenyans feared reporting to the police since they feared torture (IMLU, 2011, 2014; Dumbur, 2014; KNHCR, 2014, 2015). Despite moderate levels of awareness (56.3%) of community policing which is the central focus of the AP, its embrace by the community remains relatively low (9%) since up to 39% of Kenyans fear being harassed by the police during community policing activities (IPOA, 2013). The lack of progress in implementing the reform agenda increases the risk of human rights abuses and limits the preparedness of the police to handle such abuses in a fair and effective manner (Amnesty International, 2013).

1.4 PURPOSE OF THE PAPER

1. To investigate the effect of organizational culture on strategy implementation in the Administration police service in Kenya.
2. To establish the effect of stakeholder involvement on strategy implementation in the Administration police service in Kenya.

1.5 IMPORTANCE OF THE STUDY

The findings of this study seek to fill the existing information gap on the issues impeding the implementation of the strategies at Kenya Police Service as an instrument of modernizing the Administration Police which has been shown to be making slow progress on intended reforms in the service. The lack of progress in implementing the reform agenda increases the risk of human rights abuses and limits the preparedness of the police to handle such abuses in a fair and effective manner (Amnesty International, 2013). As such the managers and administrators in the service will hopefully use the information generated in the formulation and implementation process while effectively addressing any foreseen challenges during implementation in good time to allow smooth strategy implementation. The study will also hopefully help the institution in pointing out areas of difficulties in allocating resources hence address the priority areas.

Second, academicians in the fields of Non-profit and Strategic Management who may see this as a good basis for further research, especially in Kenya and Africa. This study will serve to further examine the role of organizational culture, stakeholder involvement, management style and organizational culture in enhancing effective strategy implementation.

Finally, donors, governments, partners and other stakeholders in seeking accountability and efficient including professionalism in Kenya. The study will form a base for future scholars and researchers who may want to study in the area of strategy implementation. It is a source of reference as it has provided information on challenges of strategy implementation.

1.6 HYPOTHESIS

A hypothesis is a statement or explanation that is suggested by knowledge or observation but has not, yet, been proved or disproved (Yin, 2009). The following null hypotheses were generated from reviewed literature;

H₀₁: Organizational culture has no effect on the strategy implementation in the Administration police service in Kenya.

H_{a1}: Organizational culture has an effect on strategy implementation in the Administration police service in Kenya.

H₀₂: Stakeholder involvement has no effect on the strategy implementation in the Administration police service in Kenya.

H_{a2}: Stakeholder involvement has an effect on strategic implementation in the Administration police service in Kenya.

2.0 REVIEW OF LITERATURE

2.1.1 Organizational Culture

Organizational culture has been defined as the basic beliefs commonly-held and learned by a group, that govern the group members' perceptions, thoughts, feelings and actions, and that are typical for the group as a whole (Sun, 2008). It represents a complex pattern of beliefs, expectations, ideas, values, attitudes, and behaviors shared by the members of an organization that evolve over time (De Bono, *et al.*, 2011). Organizational culture is also referred to as a set of important assumptions (often unstated) that members of an organization share in common (Salama, 2012).

According to the Onion Model, the outer layer is the most visible and is responsible for interfacing with the outside world while the inner layer determines the other layers. Whether or not the organization's strategies are effective, however, is determined largely by the underlying layers which tend to influence their nature. The shared assumptions (beliefs and values) among a firm's members influence opinions and actions within that firm. Organizational culture significantly affects organization decisions since it determines the way in which the members of an organization perceive and interpret the reality within and around their organization, as well as the way they behave in that reality (Janićijević, 2012). The culture of an organization is expected to be supportive of and consistent with the strategy being implemented (Rajasekar, 2014). However, poor or inadequate information sharing, unclear responsibility and accountability, and working against the organizational power structure leads to failure in the implementation processes (Hrebiniak, 2005). The APS is still a prisoner of old habits and according to organizational culture theory, people should be aware that cultural change is a transformation process; behaviour must be unlearned first before new behaviour can be learned in its place (Van Vliet, 2014).

Empirical investigations suggest that the promotion of an innovation enabling culture requires senior leaders' (APS Commanders) support and involvement (Jain & Swarup, 2012). Lin, McDonough III, Lin and Lin (2013), suggest that fostering failure tolerance is an important means of promoting an innovation enabling culture thus require leaders are engaged, show interest in people's work by asking pertinent questions, express support and give feedback, and are collaborative rather than controlling. By providing employees (junior police officers) with opportunities to explore, investigate and experiment, bounded delegation leadership creates an entrepreneurial organization culture that fosters innovative behavior (Abok, *et al.*, 2013). In an entrepreneurial culture members of the organization identify opportunities and risks based on their perceptions of the internal and external organizational environment, integrate available resources, and bring in other individuals to enable them to undertake creative and innovative ventures (Lin, McDonough III, Lin, & Lin, 2013). Bounded delegation leaders also foster innovation by creating a sharing culture that facilitates interaction and information sharing among individuals across the organization (Ghina & Permana, 2010).

Corporate culture gives employees a sense of how to behave and act and hence influencing employees to support current strategy in order to strengthen its implementation. Since it is managers and in this case the Commanders who were involved in developing strategic plans, it is part of the Commanders tasks to bring the organization's culture into alignment with strategy and keep it there.

2.1.2 Stakeholder Involvement

According to open systems theory organizations are intensely subjective to their environment. Strategic implementation is an action-oriented concept aimed at making organization more effective by focusing on the environmental context in which the organization operates and helping to produce decisions that work within the environment (Williams, 2015). The increased global competition makes it impossible for any particular organization to perform all business on its own and hence the best run organizations have found ways to successfully and efficiently manage diverse interests through incorporation of important stakeholders (Cooperrider & Whitney, 2001). The success of organizations' management will depend on correct identification of stakeholders and consequent assessment of their relevance, in order to highlight who should get priority, and how, in strategic decision making (Miragaia, Ferreira, & Carreira, 2014).

In an attempt to complement stakeholder identification and classification, Mitchell, et al. (1997) proposed an approach based on three attributes: power, legitimacy, urgency, and salience as a feature. Stakeholders could be internal (AP officers and their commanders) or external (the local community, suppliers and other government agencies), and must have some form of involvement in the implementation of the strategic plan. However lack of cooperation from senior officers and from the other government agencies (The Kenya Police) and political interference to the running of the police resulting from continued changes in rules and regulations a times throwing police to a state of confusion thus impeding their decision making which takes a toll on their strategy implementation (Nyongesa, 2013). This study will make analysis of stakeholders' involvement in the implementation of effective strategy in Administration police in Kenya.

The police organizations may be considered as open systems such that the greater the amount of information shared by a policing system with its environment, the greater the degree of openness leading to a potentially higher levels of unplanned changes since the organizational system will not be in sufficient control of its environment to prevent such events (Hart, 2009). The security world operates in an environment of highly

observant stakeholders who are willing to correct or else seek redress if they feel their expectations are not met. As such therefore while implementing strategies, the police must consider all relevant stakeholders and involve them throughout the process right from the start of strategic planning. This will ensure its successful implementation.

Much as the police would like to see their strategic plans implemented, most are not implemented according to the plans outlined due to red tapes or rather the chain of command associated with the disciplined services. These influential individuals the public and various stakeholders have their values and priorities that must be taken care-of. The police is largely dependent on the government, community and other stakeholders thus according to Abok, *et al.* (2013) this places weight on the style of management to be employed and the communication types in that organization. The increased global competition makes it impossible for any particular organization to perform all business on its own and hence the best run organizations have found ways to successfully and efficiently manage diverse interests through incorporation of important stakeholders (Cooperrider & Whitney, 2001).

The envisaged integration of the Kenya Police and the Administration Police Services has also been a challenge as the two institutions continue to work separately, thus impeding effective coordination and collaboration as envisioned by the NPS Act (Njuguna, *et al.*, 2015). In a study of strategy implementation by the Kenya Police Service, Kipkurui (2014) noted that ineffective coordination and sharing of responsibilities among the staff of the Kenya police and the administration police came out as another factor that affects the success of implementing strategies in the national police service. Furthermore, overlapping of activities during the implementation was found to create confusion among the implementers and therefore leading to delays in the implementation and unnecessary bureaucracies.

2.3 THEORETICAL FRAMEWORK

2.2.1 Schein'S Theory of Organizational Culture

According to Schein's (1981, 1985, and 1992) theory, organizational culture is defined as a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration that has worked well enough to be considered valid and, therefore, to be taught to new members as a correct way to perceive, think and feel in relation to those problems (Schein, 1992). According to Schein, organizational culture is the learned result of group experiences, and it is to a large extent unconscious (Schein 1992). Schein considers culture to be a three-layer phenomenon.

The first level of culture consists of visible organizational processes and various artefacts. For example, dress codes and the general tidiness of the workplace are artefacts' that tell something about the organization's culture. The first level, according to Schein, is difficult to interpret, however, because it represents the most superficial cultural phenomena, i.e. only reflections of the true corporate culture. For example, behavior which is a cultural artefact is also influenced by countless factors other than a company's culture (Schein 1992).

The second cultural level in the Schein model consists of the organization's espoused values. These are apparent in, for example, the organization's official objectives, declared norms and operating philosophy. Espoused values, however, do not always reflect a company's everyday operations. Most important in terms of operations is the culture's deepest level, namely its underlying assumptions (Schein 1985, 1992).

In his book with the title -organizational culture and leadership- (Schein, 2004) defined culture as both a dynamic phenomenon that surrounds us at all times, being constantly enacted and created by our interactions with others and shaped by leadership behaviour, and a set of structures, routines, rules, and norms that guide and constrain behaviour. When one brings culture to the level of the organization and even down to groups within the organization, one can see clearly how culture is created, embedded, evolved, and ultimately manipulated, and, at the same time, how culture constrains, stabilizes, and provides structure and meaning to the group members.

Also he has stated that being able to perceive and decipher the cultural forces that operate in groups, organizations, and occupations. Once we learn to see the world through cultural lenses, all kinds of things begin to make sense that initially were mysterious, frustrating, or seemingly stupid. Researchers have supported some of these views by reporting findings that cultural- strength or certain kinds of cultures correlate with economic performance (Sorensen, 2002).

The theory of organizational culture underpin the study as they explain how the companies plan, incorporate and execute their competitive strategies in the highly competitive and dynamic shipping industry through the factors of structure, resources, strategic leadership and culture.

2.2.2 Cognitive Theory

Cognitive theory explains how people acquire and maintain certain behavioral patterns, while also providing the basis for intervention strategies. In this theory the environment, people and behavior are constantly influencing each other as a result behavior is not simply the result of the environment and the person, just as the environment is not simply the result of the person and behavior change of mindset of the leadership and staff across all levels is inevitable. Leadership style can be viewed as a series of managerial attitudes, behaviors, characteristics and

skills based on individual and organizational values, leadership interests and reliability of employees in different situations (Faghihi&Allameh, 2012). Organizational leadership is inherently bounded by system characteristics and dynamics, that is, leadership is contextually defined and caused. Great leaders attract, hire and inspire people. Cognitive theory is used as a bridge between strategy implementation, management and the employees, especially the focus of the middle management (Andersen,*et al.*, 2013). This cognitive focus would be seen as an emphasis to explore how these individuals make sense of implementation of a strategic change and how their perception is affected and how these perceptions influence later actions (Nguyen, 2009). Psychological variables used due to this enhanced focus relates to motivation and liking. To be able to prefer a new product, new strategic change or in general a disruptive event of status quo would mean a reprogramming of their old perceptions. Further, to follow through to commit to the disruptive event, a level of motivation has to be in place for the implementation process to be successful. Also a response to a change activates a cognitive process of interpretation, attribution and inference. Where interpretation is viewed as the individuals conception of how this new change would affect their reality while attribution and inference can be viewed as the judicial process in the mind of the individuals. Here they identify problems connected to the innovation or strategic change, how this change could be beneficial and how easy or difficult it would be to change their behaviour to adapt to it. The problems normally lie within the manager's underestimation of the cognitive schemas or the script of their employees and do therefore not acknowledge how problematic it would be to change them. Different leadership styles and approaches or support based on cognitive aids are all dependent on an individual's cognitive schema, they are pre-programmed by the organizational and individual factors that would highly effective on the outcome of a strategic decision.

3.0 RESEARCH METHODOLOGY

This study used an exploratory survey design. The exploratory design is a research approach in which the researchers investigate the state of affairs and describe relationship in a population at a certain point in time (Lewis, 2013). Exploratory studies were used to explore macro-level change, where the focus of change was not the individual but the wider context within which they were situated. The study was an exploratory survey since it sought to describe how strategies drawn by the Administration Police are implemented in the study area while also seeking to explore how management styles, communication, organizational culture and stakeholder's involvement influences the implementation of these drawn strategies over a specific point in time. In this study the target population was categorized in to two, that is senior officers including county commandants and their deputies, heads of sub-county and their deputies, heads of divisions and their deputies and junior officers. Data was collected, coded and analysed using SPSS version 20.0. The findings were presented in form of tables and pie charts and discussions and interpretation of the same given.

Table 1: Sample Size

Division	No of Police Officers	Sample Size
Amu	90	42
Faza	79	37
Kiunga	72	34
Mpeketoni	110	52
Head Quarters	99	47
Total	450	212

4.0 FINDINGS, RESULTS AND DISCUSSION

The objective of the study was to evaluate the effect of strategic leadership on strategy implementation and the effect of communication on strategic implementation in Administrative Police Service in Lamu County, Kenya.. Out of the 212 questionnaires administered, 199 were filled and returned. This represented 93.9% of response. According to Mugenda&Mugenda (2003), a response rate of 50% is adequate, 60% is good and 70% and above is excellent. Saunders, Lewis and Thornhill (2009) suggest a 30-40% per cent response rate.

4.1 Occupational Characteristics of Police Officers in Lamu County

Majority (86.3%) of the respondents are in the rank of Police Constables and were almost exclusively (97.2%) assigned to general policing duties. Just over half of the respondents had served in APS for between 6 to 10 years. However majority (59.9%) of the respondents were earning less than 30,000 Kenya Shillings in a month (Table 4.3).

Table 4.3: Occupational Characteristics of Police Officers in Lamu County

Variable	Categories	Frequency	Percent (n = 199)
Rank	Constable	174	87.40%
	Corporal	18	9.10%
	Sergeant	5	2.50%
	Senior sergeant	1	0.50%
Main duties assigned	General duties	193	97.00%
	Crime and investigations	3	1.50%
	Personnel management	3	1.50%
Years of service	<= 5	55	27.60%
	6-10	99	49.70%
	> 10	45	22.60%
Monthly salary	< 30000	120	60.30%
	30000 - 40000	74	37.20%
	>40000	5	2.50%

4.2 Test for Normality

The null hypothesis for this study is that the data is normally distributed. This null hypothesis is rejected if the p-value is below 0.05. Two main tests were performed namely; Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy and Bartlett's Test of Sphericity, KMO measure of greater than 0.8 is recommended, and a measure of greater than 0.6 is acceptable, Heir et al. (2010). In this case the KMO was 0.698 hence the sample was adequate for conducting factor analysis. For a data set to be regarded as adequate and appropriate for statistical analysis, the value of KMO should be greater than 0.5.

Bartlett's test of sphericity is a measure of the multivariate normality of the set of distributions. It also tests whether the correlation matrix is an identity matrix as factor analysis would be meaningless with data that produces an identity matrix. A significance value less than 0.05 indicates that the data does not produce an identity matrix and is approximately multivariate normal and acceptable for factor analysis. For this study, the significance value was 0.000 hence acceptable. This is displayed in Table 4.3

Table 4.3: KMO and Bartlett's Test Result

Indicator	Coefficient
Kaiser-Meyer-Olkin Measure of Sampling Adequacy	0.698
Approx. Chi-square	16.114
Bartlett's Test of Sphericitydf	10
significance	0.000

4.3 Organizational Culture and Strategy Implementation

Table 3 shows the correlation results which indicate that there was a positive and significant relationship between organizational culture and strategy implementation. This reveals that any positive change in organizational culture led to increased implementation of strategy. The relationship has been illustrated by the correlation co-efficient of 0.529, implying a positive relationship between organizational culture and strategy implementation in the Administration Police in Kenya. The results are supported by studies done by Aksoy et al. (2014), Kibicho (2015), who contend that corporate culture is vital in a business firm as it has a positive bearing in strategy implementation, human resource performance and development. Also a study by Gostick and Elton (2007) which found out that culture influences strategy implementation and employee performance.

Table 3: Relationship between Strategic Leadership and Strategy Implementation

Variable	Strategy Implementation	Organization al culture
Strategy	Pearson Correlation	1
Implementati on	Sig. (2-tailed)	.529
	N	194
Organizationa l culture	Pearson Correlation	.529
	Sig. (2-tailed)	.000
	N	194

4.3.1 Relationship between Organization Culture and Strategy Implementation

Regression analysis was conducted to empirically determine whether organization culture is a significant determinant of strategy implantation in APS in shipping companies in Kenya. The coefficient of determination R^2 of 0.429 indicates that organization culture on its own in the model explains 42.9% of the variation or change in the dependent variable (strategy implementation). The remainder of 57.1% is explained by other factors and

variables in the model other than organization culture. The Adjusted R^2 was 0.107 which did not change the results substantially as it reduced the explanatory behavior of the predictor to 32.7% Table 4.3 shows the goodness of fit of the model: $Y = \beta_0 + \beta_4 X_4 + \varepsilon$ which is the linear model involving organization culture (X_4) as the only independent variable.

Table 4.3: Model Summary for Organization Culture

Model	Coefficient
R	0.429
R Square	0.107
Adjusted R square	0.099
Std Error of the estimate	0.56796

The overall model significance was presented in. An F statistic of 13.491 that was obtained from the model is greater than F-critical (1, 195) at $P=0.05$ this implies that we reject the null hypothesis that organization culture has no significant influence on strategy implementation in APS in Kenya. The findings imply that organization culture was statistically significant in explaining strategy execution. The study, therefore, rejected the null hypothesis H_{04} at 95% confidence interval, meaning there was a significant relationship between organization culture and strategic execution.

4.4 Stakeholder Involvement in APS in Lamu County

The stakeholders of interest in this study were internal stakeholders including junior officers and commanders as well as external stakeholders including local community and other government agencies. According to the respondents, other government agencies were highly involved in strategic implementation by the APS while local community members were moderately involved. Similarly both junior officers and commanders were moderately involved in the strategic implementation as shown in Table 4.11. The respondents indicated that other government agencies takes highest priority and attention in the APS and these agencies also had the highest power to influence APS.

Other government agencies were highly involved in strategic implementation by the APS while local community members, junior officers and commanders were moderately involved similar to study by Nyongesa (2013). According to Abok, et al. (2013), the police is largely dependent on the government, community and other stakeholders. Shimechero (2010) noted that an organization's value is created when it meets the needs of the firm's important stakeholders in a win-win fashion by attending to the interests of all the stakeholders - not just their shareholders.

Other government agencies took highest priority and attention in the APS and these agencies also had the highest power to influence APS. Lack of cooperation from senior officers and from the other government agencies (The Kenya Police) and political interference impede decision making which takes a toll on strategy implementation Nyongesa, (2013). As envisioned by the NPS Act, integration of the Kenya Police and the Administration Police Services has also been a challenge as the two institutions continue to work separately, thus impeding effective coordination and collaboration Njuguna, et al., (2015).

Junior officers were reported to be actively seeking attention for requests they submitted to the APS. Similar findings including lack of cooperation from senior officers, rampant corruption within the system, and political interference had been reported by Nyongesa (2013) in her study on challenges facing strategy implementation. On the other hand junior officers were actively seeking attention for requests they submitted to the APS

Table 4.4: Stakeholder Involvement in APS in Lamu County

Stakeholder Involvement	N	Minimum	Maximum	Mean	Std. Deviation
Junior officers involvement	212	2.17	4.21	3.0713	.38693
Commanders involvement	212	2.29	3.92	3.0041	.45384
Local community involvement	212	2.50	4.25	3.2469	.50271
Other government agencies involvement	212	2.29	4.75	4.0079	.65577
Stakeholders involvement	212	2.57	3.95	3.3325	.29868

ANOVA analysis produced a significant model: $F(1,210) = 36.648$, $p < 0.001$ The coefficient of determination was 0.149 and implied that stakeholder involvement explained a significant amount (14.9%) variance in effectiveness of strategy implementation (See Table 4.12).

Table 4.5: ANOVA: Stakeholder involvement and effectiveness of strategy implementation

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	31.351	1	31.351	36.648	0.000
Residual	179.649	210	.855		
Total	211.000	211			

5.0 RECOMMENDATIONS AND CONCLUSIONS

Organizational culture in APS in Lamu County was fairly supportive of strategy implementation. There was above average involvement of staff despite low levels of continuous investment in employee skills. In addition, there were consistent actions in the APS although leaders did not ‘practice what they preach’. The APS also was averagely adaptable despite being somehow opaque in its operations. Officers were also not excited about the organizational vision in the APS.

The stakeholders’ involvement was moderately high. Other government agencies were highly involved in strategic implementation by the APS while local community members, junior officers and commanders were moderately involved. Other government agencies took highest priority and attention in the APS and these agencies also had the highest power to influence APS. On the other hand junior officers were actively seeking attention for requests they submitted to the APS.

From the study, it can be concluded that the APS in Kenya are not fully embracing the strategy implementation practices within them. Therefore in order to continually offer quality services, the APS should strive to maximize sound strategy implementation practices.

6.0 SCOPE FOR FURTHER RESEARCH

It is recommended that a replica of this study should be carried out with or by expanding the scope to include the regulators of the other uniformed officers in Kenya so as to check whether the findings hold true as well. A replica study can also be conducted on neighbouring countries in the East African region. The findings of this study will provide a very good comparative case with the Kenyan or local findings.

An in-depth study of uniformed officers in the police service across all the 47 counties in Kenya can be done and a comparative analysis on matters strategy implementation can be ideal. In this study it has clearly emerged that the APS cannot perform in isolation. It needs constant support from all stakeholders both at the national and county level. In view of this, it is recommended that a detailed study be conducted on the role the Kenyan government on the success of strategy implementation of county inspectorate, as this directly impacts the performance of the other officers in the police service. Implementation of the findings of such studies can greatly benefit the Kenyan economy from increased security stability and investor confidence.

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