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**THE EFFECT OF OPERATIONAL STRATEGY IMPLEMENTATION ON
ORGANISATIONAL PERFORMANCE**

A CASE STUDY OF ADMINISTRATION POLICE IN KENYA

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ABSTRACT

This study aimed at establishing the effects of operational strategy implementation on the organizational performance of administration police in Kenya. The study intended to establish whether leadership styles, communication systems, organizational culture and organizational structure affects the organizational performance of administration police in Kenya. The study was based on stakeholder theory, resource-based theory, closed loop management system theory and open systems theory. A research design involving quantitative and qualitative designs was used to obtain information from 28 directorates and chief commanders drawn from the total population of 54 in Kenya. A self-administered questionnaire was then used to collect data from 28 respondents who were senior managers of administration police. Data was analyzed using SPSS and summary statistics such mean scores, variiances, standard deviation and inferential statistics namely regression results which were used to present the data. The results provided statistical evidence that a positive and significant effect exists between operational strategy implementation and performance of the administration police. All the variables tested in this study were found to be significant and had a positive effect on the performance of administration police in Kenya. The the finding of this research supports the research question thus any administration police manager, directorates and chief commanders aiming to achieve organizational performance should pay close attention to all these operational strategy implementations. The study concludes that the top managers must demonstrate their willingness to give energy and loyalty to the implementation process for it to succeed.

Keywords: performance, leadership, communication, organizational culture and organizational structure

Background of the Study

Strategies are considered significance in any organizational operations, however whereas most of them have good strategies, a successful operational strategy implementation remains a main challenge (Barrick, Thurgood, Smith & Court right, 2015). Administration Police have formed strategies; the Operational strategy implementation sometimes looks like a walk in the park on the surface. However, changing strategies into actions or reality is a bit difficult

complex and even challenging and therefore not as easy as one would picture. The evaluation of any strategic management is in need to establish the correlation between a business and its environment in demand to be successful. Advancement in technology and communication has made it incredible for the businesses to continually come up with strategies expected to attain competitive advantage. Therefore, organizations are supposed to come up with strategies which are essential for their existence. Success of any strategy

depends on its implementation. Nevertheless, in spite of the critical role played by strategies, the implementation process still remains a milestone to numerous organizations.

According to Wei *et al.*, (2014) the process of assigning resources to upkeep the chosen strategies is called Strategy implementation. Strategy implementation comprises of different management activities which are essential to put strategy in a motion, achieve organizational goals first and institute a strategic control which monitors progress. The implementation process always comprises the whole managerial activities comprising such matters as compensation, motivation, management appraisal and control processes which involve cascading strategy to entirely functional areas in such a way as to attain both horizontal and vertical logic and therefore enhance implementation of policies.

Gershkov *et al.*, (2013) stated that every new strategy is supposed to be institutionalized first then operationalized for an effective implementation. Institutionalization permeates the entire organization of strategy and is an alignment of the strategy to the organization's leadership, structure, company resources, culture and support systems. However, operationalization of a strategy is placing the strategy into action, this is done by developing plans and short term goals, functional tactics, provision of adequate

budget and enabling employees who will implement the activities. It is very possible for a good strategy to fail due to inappropriate institutionalization and improper implementation.

Organizational performance according to Baker and Sinkula, (2015) is organization's ability to adventure its environment for increase access to and the use the available limited resources. An organization is said to be successful, if it effectively attains its goals using least resources possible. Therefore, Institutional performance can be said to be an arrangement of non- financial and financials related pointers which bring out the understanding with esteems to the level of accomplishment of objectives and results. Performance is the main goal of every organization. Therefore, it refers to the end findings of activities while strategic planning aims to improve these results

Performance evaluation is very significance to the Administration Police and police advancement and unless the organizational performance is examined continually, political leaders, administrators and citizens lack important information concerning the effectiveness of the police services in their societies (Mutua, 2016). Performance enables one to know how police departments compare to the accepted standards, understand where the shortcoming and problems exist, and one knows if the performance is increasing or decreasing. Police

performance evaluation is needed at individual performance appraisal, evaluation of the entire organizational performance and examination of the programs and strategies. Citizens, political officials and the police administrators always need the information to make the judgment on Administration Police performance.

The Administration Police face unique pressure to advance its services to the Kenyan citizen. In the last years, some changes have been seen in the Administration Police linked with recruitment of employees, modern equipment, pay structure and better working conditions however the effectiveness does not match the changes (Ahearne *et al.*, 2014). However effective implementation comes when an organization's actions and resources are tied to strategic priorities and agreed purposes are achieved and when the main success factors are identified and when performance measures and reporting are well aligned. It involves the application of the management process to obtain the desired results in implementation of an organization's strategy. Effective or successful strategy implementation always depends on the competent personnel and the effective internal organization systems. Some surveys have shown that Kenyans are the most optimistic Citizen. This optimism can be improved among the Kenyan citizens by implementing the appropriate strategies in the Administration Police. Operational strategy implementation and

organizational performance has been grounded on Open Systems Theory and Resource-Based Theory. According to Delvenne and Sandberg (2017), open Systems Theory can be described as a modern systems-based change management theory which is purposely designing to create a healthy, innovative and also resilient administrations and communities in today's rapid varying and unpredictable environments. On the other hand, Resource-Based Theory contends that the ownership of strategic resources offers a business with a golden chance to advance competitive advantages over its competitors. In turn this competitive advantage helps the business to enjoy strong returns. Clearly based on resource-based perspective businesses implements change towards sustainability. This study will focus on effect of strategy implementation on organizational performance at Administration Police. The topic on strategy implementation was chosen as an effort to find out whether the strategies adopted by Administration Police in Kenya make them offer better services. Administration Police which is a paramilitary security unit belonging to Kenyan government was formed in 1958 after taking over from Tribal police. The Administration Police is established in Kenya to keep law and order, protect life and property, preserve peace, prevent and detect crime, apprehend offenders and also enforce all laws and regulations which it is charged with. The service is distributed into counties and establishments for ease of

administration. The counties split into sub-counties, wards and posts (Sabel & Simon, 2016). The service has an organization structure which comprises the Directorate of Administration, planning and administration section. The section is responsible for the preparation of the service's strategic plan among other functions.

According to Cordner (2016) the strategic plans' implementation effects on the organizational performance of the Administration Police has not been evaluated. In its place, the current Strategic Plan has only emphasized the successes of its predecessor and acknowledged room for development without centering on the weaknesses and challenges experienced during its implementation. It is therefore not easy to tell the degree to which each objective was attained, and the challenges experienced in implementation so as to improve on plans of action in the future. An evaluation of the effect of strategic plan implementation on performance is not an easy task given that the Administration Police is not a profit-making organization and its performance is mainly pegged on customer satisfaction.

Operational strategy implementation and Organizational Performance

The test of successful strategy implementation is whether actual organization performance matches or exceeds the targets spelled out in the

strategic plan. Shortfalls in performance signify weak strategy, weak implementation or both. The effectiveness with which a particular strategy is implemented should strongly affect performance on dimensions on which the strategy is expected to affect. Empirically, most strategy research studies employ the construct of business performance to examine a variety of strategy content and process issues. The study by (Karim & Zaman, 2013) discusses evaluation of the measurement of business performance by delineating the performance concept. Their study found out that business performance, which reflects the perspective of strategic management, is a subset of the overall concept of organizational effectiveness. According to Simons (2013) financial performance improvement is central to strategy research, their research shows that on average just 63% of the potential return of a strategy is realized through the implementation. This is the Strategy-to-Performance gap which has applied to business strategy indicates that the problem is not the strategy, but the implementation despite enormous time and energy that goes into strategy development, many companies have little to show for the effort. Companies rarely track performance against long-term plans and their multiyear expectations rarely meet targets as much value is lost in translation. Mathore (2016) break out the relative contributions of various factors to the performance gap. A cultural multiplier effect is experienced when companies

create tight links between their strategies, plans, and performance, leading eventually to a culture of over performance.

Statement of Problem

It is evident that many firms have experienced delayed organizational performance due to lack of adequate understanding of the process of strategy implementation. It is important during strategy formulation and implementation that everyone in the firm understands where it is going and how it will get there. Actual implementation of strategic programs and projects starts at the lowest level in the organization and it is therefore important that all staff members understand the direction the organization is going in order to make sense out of their own contribution which collectively contributes to the organization performance. The Administration Police Service faces unprecedented pressure to improve service quality. In the last five years, The Administration Police Service has had a lot of changes in terms of remuneration, fair recruitment, enhanced performance indicators and so on yet the efficiency seem not to be proportionate to these changes.

According to CIPEV (2009), there are feelings among Kenyans that the police department even in the advent of the ongoing reforms still has remained a hall mark of the status quo and impunity in that there is very little to write home

about successful change management in the institution. This factor has also been attributed to lack of committed leadership to initiate and steer the change management process in the service as a whole. With the changing crime trends all over the country the department still uses outdated tactical methods and facilities to facilitate its officers something which renders the officers less effective to meet the growing security challenges posed by the modern criminal elements. Lack of proper investment and allocation of resources to the department also undermines the change management process in that even the little gains made are usually not supported.

It takes unique set of managerial skills to put strategy into a motion and to get the organization aligned working together towards a common objective. Effective implementation of a strategy depends on how the organizations approach to issues and creating strong connection between strategies. Pandis *et al.*, (2014) stated that a behavior would not change because there is a new strategy in place. In Administration Police, the key concern in strategy implementation is always on how to translate strategy into action through the entire organization and an effective implementation brings about better organizational performance. This challenge is always compounded when an individual considers a case where the strategies are framed by the management at top and hence have to be implemented by the all cadres of workers. The top management aligns its interests to

overcome the disadvantages which arise from the organizational structure. Many organizations effectively formulate innovative strategic plans, however very few of the strategies are implemented.

The Administration Police has been looking to ensure that all formulated strategies are effectively implemented. Mathore (2016) stated that an organization requires adequate and competent personnel to handle fund management. Strategies provides direction to any organization and in-existence of proper strategies leads to detrimental to the organization. Successful implementation of any strategy can be made difficult by factors which comprise; structure adopted by the implementers, organization low culture and ineffective management. Administration Police have faced challenges in the implementation of strategic plans. Although Administration Police frequently have strategic plans in place there are cases where certain goals in the plans are not met. Therefore, there is a need to establish the effect of the strategy implementation on the organization performance.

More studies about strategy implementation and organization performance has been done in Kenya. Mutua (2016) carried out an investigation on challenges faced at the national police service of Kenya during operational strategy implementation. The study noted that inadequate personnel, Lack of appropriate technology,

insufficient funding, influence from the external environment and organization culture were outlined as the challenges affecting implementation of strategies. According to Mathore (2016) on his study about the impact of Strategy Implementation on Organization Performance, revealed that there is a positive association between strategic implementation and performance. Further a research by Kipkurui, (2014) on the strategy implementation challenges established the following as the main limitations to implementation of community policing; a poor public image of the police force; unfortunate customer service procedures within the police force, belief by the citizens that law-breaking is a source of livelihood for some individuals and persistence of mistrust between police and Kibera residents.

Therefore, there have been few studies in Kenya on strategy implementation and organizational performance at Administration Police. This creates a proper avenue to fill the gap that other researchers have left. To meet increasing reforms, expectations and achieve sustainable organizational performance in Kenya, administration police should implement operational strategy which should be directly related to the concept of better communication systems, leadership styles, organizational culture and structure.

LITERATURE REVIEW

Operational strategy implementation is never an easy thing in many organizations. Therefore, the assessment of operational strategy implementation processes today is very essential for practitioners. Implementing strategies successfully is all about matching the planned and the realizing strategies, which in one aim at reaching the organizational vision. According to Bamberger *et al.*, (2014) the process of coordinating different stakeholders and harmonizing their actions towards the common goal faces several challenges. Some of the challenges reviewed here include: leadership styles, communication system, organization culture and organizational structure.

Leadership is basically the process of persuasion, where a leader induces a team to pursue certain objectives. Effective or rather successful leadership involves reorganizing the organizational architecture in a way that inspires employees with the appropriate knowledge to set off value-enhancing projects. Ahearne *et al.*, (2014) in their work highlights an environmental scanning analysis that shows leadership as that, which should manage the basics like inflation, people among others. Ahearne *et al.*, (2014) they argue that, strategic leadership should make sure that culture and values within an organization are suitable for satisfying key success factors. They add that, this should guide environmental-value-

resources congruence. However, they also noted that, leadership is not always completely involved in the operational strategy implementation process because of the many other activities involved which have been delegated. Therefore, limited leadership involvement could slow down the success of strategic management in an organization. Chang (2016) highlights that, to implement operational strategy effectively, the senior executives/top management must not take for granted the lower level managers since they have similar perceptions of the strategic plan and its implementation, its fundamental rationale, and its urgency. As an alternative, Chang (2016) argues that, senior executives must assume lower level managers don't, so senior executives must convince employees of the validity of their ideas. Honest commitment by leaders include a devotion to the full and methodical process of strategic planning which must end in implementing programs and services and commit allocations to achieve the objectives of the strategic plan at a point that is achievable for the organization and more so the level of activity

An organization does not exist within a cultural vacuum. Its operations are affected by what Johnson and Scholes, (2002) term as "interacting spheres of culture". A vast range of culture studies have shown that culture matters and, more important, the right organizational

culture can lead to improved organizational performance. Writers such as Hofstede (2001) and Tayeb (1996) stressed the implications of culture for organisations employing a multi-cultural workforce. Miller (2002) also highlighted the importance of an effective culture to organizational success. Through culture, an organization can deliver sustained superior performance gaining competitive advantage and corporate success (Miller, 2002). The culture of the organization should support operational strategy being implemented. Sanderlands (1994,) argues that learning occurs at individual, work group and organizational levels' and that creation of a learning culture promote performance and competitiveness.

Organizational culture refers to the leadership style of managers – how they spend their time, what they focus attention on, what questions they ask of employees, how they make decisions; also the organizational culture (the dominant values and beliefs, the norms, the conscious and unconscious symbolic acts taken by leaders (job titles, dress codes, executive dining rooms, informal meetings with employees). In Collaborative Model of operational strategy implementation, organizations have both a strong culture and deep-rooted traditions. The distinction between “thinkers” and “doers” begins to blur but does not totally disappear.

One of the major challenges in operational strategy implementation appears to be more cultural and behavioral in nature, including the impact of poor integration of activities and diminished feelings of ownership and commitment (Aaltonen and Ikåvalko, 2002). Rousseau (1990), meanwhile, identify the deadly sins of operational strategy implementation which involve: a lack of understanding of how the operational strategy should be implemented; customers and staff not fully appreciating the operational strategy; difficulties and obstacles not acknowledged, recognized or acted upon; and ignoring the day-to-day business imperatives. Marginson (2002) contend that operational strategy implementation evolves either from a process of winning group commitment through a coalitional form of decision-making, or as a result of complete coalitional involvement of implementation staff through a strong corporate culture.

Culture performs importantly in operational strategy implementation of organizations beside those of schools. According to Barnard (1988), ecology and culture are the two elements whose interrelatedness and interaction creates the context in which school improvements efforts are undertaken. Thus, the culture of the school-attitudes and beliefs, school norms, relationships may either impend or facilitate improvement efforts. Attitude and beliefs, he argues, influence how

teachers behave. School norms that facilitate school improvement include continuous critical inquiry and improvement, shared sense of purpose and shared decision-making. Accordingly, different relationships that must be taken into account in school improvement efforts include teacher peer relationships, student-teacher relationships and relationships with parents and the community.

In addition, Rap (2004) argues that each organization possesses its own culture i.e. a system of belief and values. The corporate culture creates and in turn, is created by the quality of the internal environment. Consequently, culture determines the extent of cooperation, degree of dedication, and depth of strategic thinking within an organization. An important element in this context is the motivation of employees, which determines the potential and force for a significant change within the corporation's system. Before change can occur, According to Rap, the organization and its cultural values have to be unfrozen to understand why dramatic change is even necessary

Don (2010) refers to organization culture as the epicenter of change. Deal and Peterson (1994) illustrates how dysfunctional school culture e.g. inward focus, short-term focus, low morale, fragmentation, inconsistency, emotional outbursts, and subcultures values that supersede shared organizational values, can impend organizational improvement.

According to Schwenk and Shrader (1993), culture is the basic assumptions and beliefs shared by the member of an organization regarding the nature of reality, truth, time, space, human nature, human activity and human relationships. It also consists of philosophies, ideologies, concepts, ceremonies, rituals, values, and norms shared by members of an organization that help shape their behavior. Among the norms it includes are; task support norms, task innovation norms, social relationship norms, and personal freedom norms. Among the ritual are issues such as passage, degradation, enhancement, renewal, conflict resolution, and integration. Accordingly, organization culture embraces such organizational needs as common language, shared concepts, defined organizational boundaries, methods for selecting members of an organization, methods of allocating authority, power, status, and resources, norms for handling intimacy and interpersonal relationships, criteria for rewards and punishments and ways of coping with unpredictable and stressful event.

Alongside this, Rothwell (1992) contends that culture operates consciously or subs consciously. At the surface level, it may be observed through examination of behaviors and artifacts including such things as physical setting, rituals, languages, and stories. At a less conscious level, it is defined by the unwritten rules and norms of behavior, often conveyed by stories, rituals,

language and symbols. At the deepest level, sub conscious, lies such things as the fundamental assumptions, and core values of individual, groups, and the organization and it is at this level (according to Wilkins and Peterson, 1985) that it is powerful. Subcultures may arise within an organization as small groups share values, perceptions, norms, or even ceremonies that differ from those of the wider organization (Deal, 1993).

In addition, Ronald (2010) claims that for implementation to be successful, the organization and its culture must move from this sense of loss to one of commitment to the new behaviors, attitudes, values, and beliefs. He insists that at this stage motivation may assume an important role especially staff development. He underscores that the more deeply rooted and widespread the values, assumptions, and beliefs, the more resistant they are for the next stage (consensus) to be reached and finally to the final stage, institutionalization and this constitutes a new culture. Though culture becomes institutionalized, it is not appropriate to leave it at that. According to French and Bell (1995) changes in one aspect of an organization may necessitate modification of other aspects of the organization before those changes can be institutionalized successfully. Such changes may require changes in the organizational structure, reward systems, technology or tasks.

Organizational factors refer to organizational structure, organizational

culture, structure of decision making bodies, impact of upward influence, and employee involvement. The factors here range from the employees, the management, the financial resources and other resources as well as the culture of the organisation. Policies are usually enacted which guide the organizational behavior. The purpose of this component is to restructure and strengthen the organizational and regulatory capacity of the central and regional level of the public sector to plan, organize, produce, procure and deliver good quality health services based on the best value for money spent. If the employees are not willing to cooperate in the whole process and there is no control over the strategic decisions made, the plans are bound to be affected. Thus, the culture of an organization is an important ingredient in the whole process.

Communication aspects should be emphasized in the implementation process. Even though studies point out that communication is a key success factor within operational strategy implementation (Miniace and Falter, 1996), communicating with employees concerning issues related to the operational strategy implementation is frequently delayed until the changes have already crystallized. In this context, many organizations are faced with the challenge of lack of institution of a two-way-communication program that permits and solicits questions from employees about issues regarding the formulated operational strategy. In

addition to inability to solicit questions and feedback, lack of communication causes more harm as the employees are not informed about the new requirements, tasks and activities to be performed by the affected employees, and, furthermore, cover the reason behind changed circumstances (Alexander, 1985).

It is essential both during and after an organizational change to communicate information about organizational developments to all levels in a timely fashion. The way in which a operational strategy is presented to employees is of great influence to their acceptance of it. To deal with this critical situation, an integrated communications plan must be developed. Such a plan is an effective vehicle for focusing the employees' attention on the value of the selected operational strategy to be implemented (Rapa and Kauffman, 2005). Lares-Mankki (1994) examined effects of top management's practices on employee commitment, job satisfaction, and role uncertainty by surveying 862 insurance company workers. Five management practices were analyzed: creating and sharing an organizational goal, acting as a role model, encouraging creativeness, providing support for employees, and allowing employee participation in making job-related decisions. The results indicated that there was a strong relationship between top management's actions and employees' attitudes and perceptions.

The suggestion that communication aspects should be emphasized in the implementation process seems to be a very simple one. Even though studies point out that communication is a key success factor within operational strategy implementation (Lares-Mankki, 1994). Communicating with employees concerning issues related to the operational strategy implementation is frequently delayed until the changes have already crystallized. In this context, many organizations are faced with the challenge of lack of institution of a two-way-communication program that permits and solicits questions from employees about issues regarding the formulated operational strategy. In addition to inability to solicit questions and feedback, lack of communications causes more harm as the employees are not told about the new requirements, tasks and activities to be performed by the affected employees, and, furthermore, cover the reason ("the why") behind changed circumstances (Alexander, 1985). It is essential both during and after an organizational change to communicate information about organizational developments to all levels in a timely fashion. However, one may misunderstand communication, or the sharing of information, as engagement the direct dialogue that produces lack of active participants in the process. The way in which a operational strategy is presented to employees is of great influence to their acceptance of it. To deal with this critical situation, an integrated communications plan must be

developed. Such a plan is an effective vehicle for focusing the employees' attention on the value of the selected operational strategy to be implemented (Rapa and Kauffman, 2005).

The measures that are usually adopted in order to implement strategies formulated usually have a bearing on the outcome of the whole process. Measures need to be challenging but achievable. If the measures are put so high, this will demoralize the employees and hence may not work towards achieving them. On the other hand, if they are too low, they may not a good source of motivation. In order to implement strategies, resources are paramount in terms of human and monetary resources. Scott (2008) clarifies on the rationale of strategic planning and claims that planning strategically is time consuming process that requires time, effort and energy of the leadership team with input from the management and employees. He notes that SP is sometimes viewed as a cost center in organizations and many choose to forego it. He argues that organizations that plan strategically are able to be proactive and have better communication and can more easily adapt to change. He contends that organizations that do not plan strategically are often forced to stop the implementation process, analyze situations as they occur as opposed to being proactive. Finally, he claims, slows down implementation process and reduces productivity, which often results in low revenue generation. He contends

that over time, organizations which plan strategically will usually earn and retain a competitive advantage over reactionary competitor.

Ordinarily, organizations are structured in terms of four fundamental rudiments of organizational structure. They are namely; Centralization, span of control, departmentalization and formalization. The most essential elements to describe the silhouette of an organization are its depth and breadth (Kipkurui, 2014). In this context, depth describes the management levels that lay between the top management and operational employees or the number of hierarchical layers. On the other hand, breadth could be explained by the span of control, that is to say, the number of a supervisor's subordinates or direct reports for that matter. The control span can be measured at each hierarchical layer; however, it can also be standardized across the levels of an organization. Evidently, there exists an inverse relationship between breadth and depth, given to an organization's size. The organizational structure gives a visual explanation of two major main things: that is the resource allocation and decision-making process. In another operational strategy arrangement study Kipkurui (2014) proposed that organizational structure overtime has been prejudiced by the organization's strategies that is the structure follows operational strategy. Numerous studies have tackled the link between organizational operational strategy and

structure by proposing that amongst the challenges in operational strategy implementation is weak coordination of activities. According to Edoke, (2012) in harmonizing organization structure to the operational strategy, the subsequent five-sequence procedure acts as a positive guide for fitting structure to operational strategy: that is, consider how the critical functions towards the operational strategy and organizational units relate to those that are routine and to those that provide staff support, identify the major functions and tasks necessary for successful operational strategy execution, make critical business units for operational strategy the main organizational building blocks, establish the degrees of authority needed to manage each organizational unit, considering both the benefits and costs of decentralized decision making and

Findings of the Study

Regression analysis

This section presents a discussion of the results of inferential statistics. The researcher conducted a multiple regression analysis to investigate into effects of Operational strategy Implementation among Administration Police in Kenya. The researcher applied the statistical package SPSS to code, enter and compute the measurements of the multiple regressions for the study. Findings are presented in the following tables;

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.973 ^a	.717	.522	.319

finally, provide for coordination among the various organizational units.

METHODOLOGY

Descriptive survey design was adopted for this study since it enabled the researcher to carry out a survey without changing or influencing the study environment. The population of the study was 54 senior managers of the administration police of Kenya who directly dealt with the management issues. The study used a structured questionnaire to collect the primary data. Data collected was qualitative in nature as it is collected using questionnaires. Descriptive statistics were analyzed for frequencies and percentages, while inferential statistics were analyzed for correlation and regressions.

Source: Researcher, 2018

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 (Organizational performance) that is explained by all the 4 independent variables (Leadership Styles, communication systems, organizational culture and Organization structure).

The four independent variables that were studied, explain 71.7% of variance in the effects of Operational strategy Implementation among Administration Police as represented by the R^2 . This therefore means that other factors not studied in this research contribute 8.5% of variance in the dependent variable. Therefore, further research should be conducted to investigate effects of Operational strategy Implementation among Administration Police.

Table 4.1: ANOVA (Analysis of Variance)

Model	Sum of Squares	df	Mean Square	F
Regression	50.112	4	.143	20.8
Residual	2.689	24	.107	
Total	52.801	28		

Source: Researcher, 2018

- a. Predictors: (Constant), Leadership Styles, communication systems, organizational culture and organization structure.
- b. Dependent Variable: Organizational performance

The F critical at 5% level of significance was 4.23. Since F calculated is greater than the F critical (value = 20.8), this shows that the overall model was significant. The significance is less than 0.05, thus indicating that the predictor variables, (Leadership Styles, communication systems, organizational culture and Organization structure). Explain the variation in the dependent variable which is Operational strategy Implementation. Conversely, if the significance value of F was larger than 0.05 then the independent variables would not explain the variation in the dependent variable.

Table 4.7: Regression analysis

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	1.453	1.132		1.687	0.001
	Leadership styles	0.135	0.089	0.056	0.248	0.105
	Communication systems	0.168	0.072	0.493	2.547	0
	Organizational culture	0.054	0.083	0.038	0.129	0.564
	Organizational structure	0.164	0.065	0.023	0.987	0.001

a. Predictors: (Constant), Leadership styles, Communication systems, Organizational culture, Organizational structure

b. Dependent Variable: Organizational performance

Source: Researcher, 2017

Tables 4.6 show the results of multiple regression analysis. The table reports a significant F statistic, indicating that the model has strong prediction strength ($F = 20.8, p < 0.01$). As further shown in Table 4.7, the regression does an excellent job of modelling Organizational performance as greater than 50% of the variation in determination of leadership as explained by the model ($R \text{ Square} = 71.7\%$).

The regression model derives the following equation:

$$Y = 1.453 + 0.135x_1 + 0.168x_2 + 0.054x_3 + 0.164x_4 + \epsilon$$

Observing the value of regression coefficient from the highest to the lowest, this model confirms that communication systems (X_2) as the most dominant variable in determining the organizational performance followed by organizational structure (X_4), Leadership styles (X_1) and Organizational culture (X_3).

Summary of the Findings

The objectives of this study were to find out effects of Operational strategy Implementation among Administration Police in Kenya.

Leadership Styles

According to the findings, the study found that that the Leadership Styles of top management affects the strategic implementation at the Administration Police. The findings indicated that that lack of top management backing is the main inhibiting factor in operational strategy implementation of an organization. The findings further showed that the top managers must demonstrate their willingness to give energy and loyalty to the implementation process for it to succeed. The managers must not spare any effort to

persuade the employees of their ideas for operational strategy implementation to be effective. The top management's commitment to the strategic direction itself is the most important factor in operational strategy implementation among the Administration Police.

Communication systems

According to the findings, communication a key success factor within operational strategy implementation. The findings indicated that communication systems affect operational strategy implementation at the Administration Police. The respondents agreed that Communication with employees is frequently delayed until changes have already crystallized affecting operational strategy implementation at the Administration Police. An integrated communications plan must be developed at the Administration Police to enhance operational strategy implementation. Lack of communication causes more harm, as the employees are not informed about the new requirements, tasks and activities to be performed by the affected employees. It is essential both during and after an organizational change to communicate information about organizational developments to all levels in a timely fashion. Finally, the study found that the organization is faced with the challenge of lack of a two-way-communication program that permits and solicits questions from employees about issues regarding the formulated operational strategy. Communication ought to be encouraged in the organizational as an operational strategy management tool. Organizational communication plays an important role in training, knowledge discrimination and learning during the process of operational strategy implementation

Organizational Culture

According to the findings, study found that organizational culture affects operational strategy implementation. The study found that organizational culture affects operational strategy implementation. The study found that Limitation of understanding of operational strategy implementation affect operational strategy implementation. Conscious and unconscious symbolic acts taken by leaders (job titles, dress) affect operational strategy implementation. Difficulties and obstacles not acknowledged, recognized or acted upon affects operational strategy implementation. Ignoring the day-to-day business imperatives affects operational strategy implementation. Managers Leadership styles affects operational strategy implementation. The dominant values and beliefs, the norms affect operational strategy implementation. Customers and staff not fully appreciating the operational strategy affect operational strategy implementation. Culture can be thought of as an element of organization as strategy and it can help establish expectation foster trust, facilitate communications, and reduce uncertainty in relationships between human beings. In so doing, it can contribute to more productive outcomes. Nevert (2014) stated that

organizational culture is a system of shared meaning, it is a critical variable for effective operational strategy process. An organization's collective culture influences both the attitudes and subsequent behaviors of its employees as well as the level of performance the organization achieves. Nevert (2014) states that, a stable organizational culture will enhance commitment among employees and focus on productivity within the organization rather than resistance to rules and regulations or external factors that prohibits success.

Organization structure

According to the findings, the respondents agreed that the Administration Police has enough human capital to implement the strategies. Human capital adequacy affects operational strategy implementation at the Administration Police. The study found that resources allocation affects operational strategy implementation by timely implementation of strategies. Resources allocation affects operational strategy implementation. The study found that resources allocation affects operational strategy implementation by reduced default rate among borrowers. Finally, the study found that resources allocation affects operational strategy implementation quality by service delivery to customer.

Conclusion

The study concludes that the top managers must demonstrate their willingness to give energy and loyalty to the implementation process for it to succeed. The study further concludes that lack of communication causes more harm, as the employees are not informed about the new requirements, tasks and activities to be performed by the affected employees. It is essential both during and after an organizational change to communicate information about organizational developments to all levels in a timely fashion. Limitation of understanding of operational strategy implementation affect operational strategy implementation. Conscious and unconscious symbolic acts taken by leaders (job titles, dress) affect operational strategy implementation.

Recommendations

The study recommends that top managers demonstrate their willingness to give energy and loyalty to the implementation process for it to succeed. Both during and after an organizational change to communicate information about organizational developments to all levels in a timely fashion. The study further recommends that understanding of operational strategy is essential in the implementation affect operational strategy implementation.

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