

Journal of Strategic Management



Effect of Leadership Styles on Strategy Implementation in the Administration Police Service in Lamu County, Kenya

Ishaq Buya, Dr. Fridah Simba, PhD. & Dr. Anwar Ahmed, PhD

Effect of Leadership Styles on Strategy Implementation in the Administration Police Service in Lamu County, Kenya

^{1*} Ishaq Buya, ² Dr. Fridah Simba, PhD. & ³Dr. Anwar Ahmed, PhD.

^{1*}PhD. Candidate, Jomo Kenyatta University of Agriculture & Technology

²Lecturer, Jomo Kenyatta University of Agriculture & Technology

³Lecturer, Jomo Kenyatta University of Agriculture & Technology

*E-mail of corresponding author: ishaqbuya@yahoo.com

How to cite this article: Ishaq B., Dr. Simba F., PhD. & Dr. Ahmed A, PhD. (2018), Effect of Leadership Styles on Strategy Implementation in the Administration Police Service in Lamu County, Kenya. *Journal of Strategic Management Vol 2(2)* pp. 1-18.

Abstract

Organizations require effective leadership to achieve their goals and objectives, it is necessary for them to adjust their leadership style through strategy. However, a 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. The objective of the study was to investigate the effect of strategic leadership styles on strategy implementation in the administration police service in Lamu County. The study adopted a descriptive research design. Descriptive statistics was chosen since it utilizes data collection and analysis techniques that yield reports concerning the measures of central tendency, variation, and correlation. The combination of its characteristic summary and correlation statistics, along with its focus on specific types of research questions, methods, and outcomes necessitated the choice of this design. The target population comprised 450 APs in Lamu County both among the senior leadership and among junior officers. Yamane formula was used to calculate the sampling size of 212. Primary data was collected using structured questionnaires that had both close ended and open-ended questionnaires. Quantitative data were analyzed using SPSS. The study conducted various tests including normality test, multicollinearity, stationarity, heteroscedasticity and autocorrelation tests. Test of hypothesis was done at 95% confidence interval. The study found out

that there was a positive and significant relationship between leadership style and Strategy Implementation ($r=0.099$, $p=0.000$). The null hypothesis was rejected. Based on the findings, the study concluded that leadership style has a positive and significant effect on Strategic implementation. The study recommended for enhancement of leadership styles in the administration police to maximize on the determinants that influence strategy implementation at APS. This will assist in being stronger in what is exactly influencing their strategy implementation.

Keywords: *Strategic Leadership Style, Strategy Implementation, Administration Police Service & Lamu County.*

1.0 Introduction

1.1 Background of the Study

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 (Kaplan & Norton 2011).

Thompson and Strickland (2013) explain their understanding of strategy implementation in two parts: implementation and execution. Implementation concerns the leadership exercise of putting a freshly chosen strategy in place while strategy execution is the managerial exercise of supervising the ongoing pursuit of strategy, making it work, improving the competence with which it is executed and showing measurable progress in achieving the targeted results. Strategy implementation is fundamentally the action oriented to make it happen. Organizing, budgeting, policy making, motivating, culture building and leading are considered as part of achieving the targeted results. According to Igbuzor & Otive (2010), there are agencies responsible for strategy implementation and Police accountability in Nigeria; these institutions have not been effective. Many of the agencies lack the resources to carry out their responsibilities. In addition, there seems to be confusion on the roles and responsibilities of the different agencies even though they are clearly stated in the laws establishing them. Furthermore, many of the agencies lack concrete strategies and plans to carry out the responsibilities assigned to them. In addition, there is poor leadership styles between the different roles and there are no evaluation framework to measure progress.

An effective strategic plan implementation, with the ultimate goal of realizing improved organizational performance requires embracing factors that will entice leadership to motivate their employees to put in their besting order to enhance implementation practices (Ghuman, 2010; Gentry, *et al.*, 2014). It is incumbent upon the leader (DIG and Commanders APS) to provide direction and purpose for the organization and to carry everyone along with her/him. The manager must get commitment of his subordinates (junior APS Officers and their Supervisors) embedded in mutual goals. For many years, the economic theory has proposed to buy worker cooperation by paying wages to be used by wage earners to buy progress toward the personal goals. However, Fiates, *et al.*, (2010) stressed the provision of conducive environment to the employees as key in achieving effectiveness and innovation. Essentially management involves accomplishing goals

with and through people. As such, a manager must be concerned about tasks and human relationships.

Administration Police are mandated 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 service has a directorate of Administration, Planning and Administration section responsible for the preparation of the service's strategic plan (Kenya Police & Kenya Administration Police, 2003). Within the service, there have been three strategic plans drawn but so far, it is 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).

1.2 Statement of the Problem

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).

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 leadership, 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). 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.

These mixed studies done across different exchanges form the research gap and basis of undertaking this study. Therefore, this study will seek to establish the effect of strategic leadership styles on strategic implementation in the administration police service in Lamu County.

1.3 Objective of the Study

The objective of the study was to investigate the effect of strategic leadership styles on strategy implementation in the administration police service in Lamu County.

1.4 Research Hypothesis

H₀: Strategic leadership styles has no significance in strategy implementation in the administration police service in Lamu County.

2.0 Literature Review

2.1 Theoretical Review: Open Systems Theory

According to Bastedo (2006) open systems theory is the notion that organizations leadership is intensely subjective to the organizational environment. The environment consists of other organizations that put forth various forces consisting of social, political, economic, technological, informational, and ecological (Morrison & Wilson, 2006). Internal leadership is evaluated in terms of the demands of a changing environment. External forces (the public and NGOs) impose new pressures and challenges, compelling the organization (APS) to respond, conform, adapt, and innovate. Appropriate responses to external demands also result in interactions that benefit the organization as well as the constituencies the organization serves. The organizational relationship with the external environment can be viewed in terms of give and take relationship where in the receiving end; the organization obtains from its environment various inputs. This is in the form of resources such as staff, supplies, loans, clients, and payments for services while in the giving end, the organization returns to the environment what it has produced in the form of jobs, taxes, market competition, education, and improved community safety (Morrison & Wilson, 2006).

Open systems survive and thrive by continually gathering resources, creating information feedback loops for self-regulation, and restoring a steady state or equilibrium after any disruption to the system by its environment thus the systems can reach a particular goal through many different paths, depending on the circumstances present in the environment (Rosenbaum, 2002). Police agencies as public entities, engage in new management practices, adopt new technology or engage in new activities to provide better services thus their commitment to the proposed strategy will be an indicator of the their overall commitment to its implementation (Williams, 2015). Moreover, it is portrayed that 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. This leads to 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). According to Williams, 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.

2.2 Empirical Review

Mintzberg (2004) argues that a good implementation of strategic plan is dependent on the learning and development environment for employees who are the true foot soldiers of implementation. This learning orientation requires emphasis on openness, collaboration, equity, trust, continuous improvement and risk taking. Mulube (2009) states that communication to the followers with confidence and approval from the stakeholders. The Administration Police Service experiences limited funding sources from the Government including other stakeholders therefore necessitating the need to explore how management styles would affect implementation of their strategic plans, and achievement of set strategies to gain a competitive edge and remain credible to continue accessing donor funds. Abok, *et al.*(2013) postulates that general managers must lead the way by

not only conceiving bold new strategies but also by translating them into concrete steps that get things done.

Rajasekar (2014) and Kandie & Koech (2015) observed that involvement of middle level manager has enhanced success in implementing strategy noting that managerial involvement was essential for organizations to achieve the planned implementation. Salih and Doll (2013) noted that companies that highly involved management were significantly more successful in strategic implementation decisions than those that had low involvement. This is because, involvement of more people in implementation process increases the level of concern producing a common understanding of joint tasks, creating a climate of shared effort and facilitating a smooth implementation process. Lack of involvement of other employees other than strategic consultants in the strategy plan creates implementation problems. This might lead to open sabotage.

In Kenya, implementation of strategic plans in public sector has drawn the attention of various stakeholders; thus, managers are put to task to think and embrace various management concepts that will enable their organizations respond effectively to changing business environment and deliver the expected results (Wambui, *et al.*,2013). Leting (2009) established that management was a key factor in the success of strategic plans. Dlodlo (2011) showed that middle managers play a critical role in facilitating the effective implementation of strategy. Poor top-down management style or poor vertical communication can be a cause of resistance to strategy implementation since their maximum participation and involvement together with empowerment for decision-making are key (Mulube, 2009).

By bringing together a team with a variety of backgrounds, new and advanced approaches to old problems are often obtained. The scientific mind from each discipline attempts to extract the essence of the problem and relate it structurally to other similar problems. Arasa *et al.*(2011) contend that strategic leaders manage radical change to achieve dramatic improvements in organizational activities. Such leaders communicate internally and externally with an open management style, trying to build a new culture in which employees can feel involved. This calls for strategic leadership to motivate their employees in order to enhance implementation practices as well as keep the organization responsive and innovative through supporting employees who are willing to initiate new ideas (Abok, *et al.*,2013).

2.3 Conceptual Framework

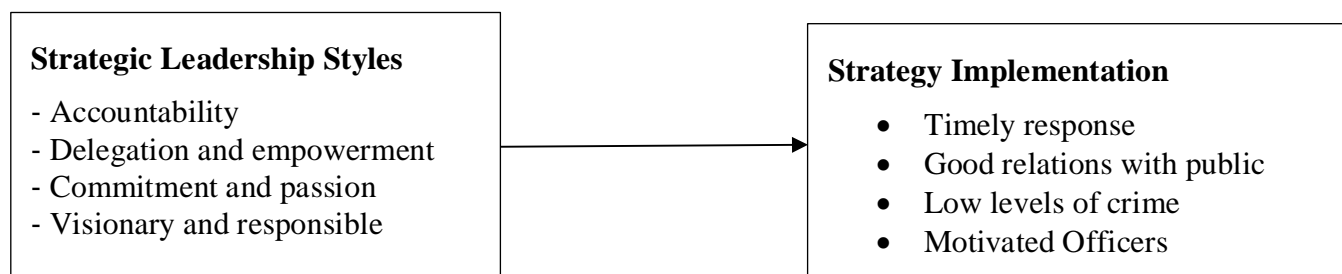


Figure 1: Conceptual Framework

3.0 Research Methodology

This study adopted positivism research philosophy. Positivism research philosophy reflects the belief that reality is stable. This study adopted a descriptive research design which generally describes the characteristics of a particular situation, event or case. Both quantitative and qualitative research approaches was used. Descriptive research design was used because it focused on complex analysis to bring out the correlation of variables. The target population comprised 450 APs in Lamu County both among the senior leadership and among junior officers (Administration Police Report, 2017). The sample size of junior officers adopted in this study was determined by the Yamane formula to derive a sample size of 212 administration police. Primary data was obtained from the APs using structured questionnaire. A Likert scale of 1 to 5 (1= Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 =Agree, 5 = Strongly Agree) was were presented for answering by respondents.

Cronbach's alpha was used to test the reliability of the measures in the questionnaire (Cronbach, 1995). Data analysis was done using SPSS. The study conducted normal distribution test for the dependent variable for normality distribution. The particular descriptive statistics used included frequencies and percentages while the particular inferential statistics included Pearson correlation analysis and regression. Correlation analysis was used to establish either positive or negative relationships between the variables. The following diagnostic tests were conducted prior data regression analysis. Multicollinearity was tested using variance inflation factor VIF. The test for autocorrelation was performed to establish whether residuals are correlated across time (autocorrelation).

The regression model that was used is;

$$Y = \beta_0 + \beta_1 X + \varepsilon$$

Where:

Y = Strategy Implementation

X = Leadership Style

β_1 = Coefficient of the variable

ε = Error term

4.0 Results and findings

4.1 Descriptive Statistics for strategic Leadership Style

The objective of the study was to investigate the effect of strategic leadership styles on the strategy implementation in the Administration police service. To achieve the respondents were requested to indicate their levels of agreement on a five point Likert scale. (1 = strongly disagree, 2 = Disagree 3 = Neutral, 4 = Agree, 5 = strongly agree) was used and the mean response rate from the respondents owners calculated. For the purposes of interpretation 4 & 5 (agree and strongly agree) were grouped together as agree, 1 & 2 (strongly disagree and disagree) were grouped as disagree while 3 was neutral. The results of this study are as depicted in table 1.

Table 1: Descriptive Analysis on Strategic Leadership Style

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
We (seniors) are committed to effective strategy implementation practices	5.0%	14.1%	14.1%	50.3%	16.6%	3.6	1.1
We have robust framework that assists in strategy implementation	11.6%	35.7%	41.2%	7.0%	4.5%	2.6	0.9
We have developed proficient strategy management systems that help in strategy implementation	6.0%	36.2%	22.1%	28.6%	7.0%	2.9	1.1
We supervise all strategy implementation practices which helps in strategy implementation in our areas of work	5.0%	25.6%	33.2%	26.6%	9.5%	3.1	1.1
We adhere to stipulated guidelines in appointment of our staff to leadership positions	3.0%	28.6%	45.7%	15.1%	7.5%	3.0	0.9
We have a clear organization vision which compels us to implementing our strategy	10.1%	25.1%	10.1%	37.2%	17.6%	3.3	1.3
We constantly empower middle level and junior officers to do what it takes to implement	4.5%	4.5%	18.1%	51.3%	21.6%	3.8	1.0
We have an integrated infrastructure that supports strategy implementation	2.0%	44.7%	18.1%	29.1%	6.0%	2.9	1.0
Average						3.1	1.0

Results in Table 1 shows that majority 66.9 % (50.3% +16.6%) agreed that the (seniors) are committed to effective strategy implementation practices while 14.1% were neutral on the same and 19.1% disagreed. It can be thus said that the majority agreed that the seniors (those in leadership) were committed to strategy implementation. When asked on whether there is a robust framework that assists in strategy implementation a combined 45.3% disagreed, while 41.2 were neutral and a paltry 11.5% agreed. Therefore, it can be deduced that there did not exist a robust framework to assist in implementation of strategy.

On the development of proficient strategy management systems that help in strategy implementation 42.2% of the respondents disagreed, 22.1% were neutral and 35.6% agreed, it can be inferred that there were proficient management systems but not to the knowledge of all and sundry. On whether there is supervision on all strategy implementation practices that helps in strategy implementation in the areas of work 31.6% of the respondents disagreed, 33.2% were neutral and 36.1% respondents agreed this implies that the supervision was there but not to the agreed standards. There was also the adherence to stipulated guidelines in appointment of staffs to

leadership positions 31.6% disagreed while 45.7% of the respondents were neutral on the same whilst 22.6% agreed. These results can be taken to imply that the respondents did not agree on the presence of these guidelines.

About having a clear organization vision that compels the leaders to implementing their strategy 35.2% disagreed on the clear vision, 10.1% were neutral on the same while 54.7% agreed implying that a majority of the leaders know that there is a clear vision to compel them towards strategy implementation. The leaders were asked whether they constantly empower middle level and junior officers to do what it takes to implement strategy 9% disagreed, 18.1 were neutral while 72.9% agreed. Clearly, there was constant empowerment towards strategy implementation. Lastly, the respondents were asked whether there is an integrated infrastructure that supports strategy implementation 46.7% disagreed, 18.1% were neutral and 35.1% agreed.

It can be concluded that this if the infrastructure was there then it was not to the knowledge of all the leaders. Averagely on strategic leadership, 32.7% disagree on whether the leadership is geared towards implementation of strategy, 25.3% were neutral on the same while 42% agreed that there is a strategic leadership. Overall, the average mean of the responses was 3.1 which means that majority of the respondents were agreeing to the statements in the questionnaire. The standard deviation was 1.0 meaning that the responses were clustered around the mean response.

4.2 Correlations Analysis

Results in Table 2 indicated that there was a strong positive association between leadership style and strategy implementation ($r=.639$). The results showed leadership style was significant with strategy implementation since the p-value is less than 0.05 ($p=0.000$).

Table 2: Correlation Matrix

Variable		Strategy Implementation	Leadership Style
Strategic Implementation	Pearson Correlation	1.000	
	Sig. (2-tailed)		
Leadership Style	Pearson Correlation	.639**	1.000
	Sig. (2-tailed)	0.000	

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

4.3 Diagnostic Tests

The study conducted various tests and these tests included test for normality, test for multicollinearity, unit root test, heteroscedasticity test and test for autocorrelation

4.3.1 Test for Normality

To test the normality of turnover intention (dependent variable) was done by use of Kolmogov-Smirnov test. The hypothesis was tested at a critical value at 0.05, where the rule is that reject H_0 if the probability (P) value is less than 0.05 or else fail to reject. The dependent variable should be normally distributed because the study was analyzed using a multiple regression model where the condition of normality must be satisfied (Quataroli & Julia, 2012).

Table 3: Test for Normality

Variable	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Strategy Implementation	0.106	199	0.000	0.982	199	0.0140
Leadership Style	0.255	199	0.000	0.841	199	0.0000

Table 3 indicates that using the of Kolmogov-Smirvov and Shapiro-Wilk test of normality, variables data are normal since the p-values are 0.000 which are below 0.05 for the variables and thus we reject the null hypothesis (H0) and accept the alternative hypothesis (H1). The study concluded that leadership style and Strategic implementation are normal in distribution and hence subsequent analysis could be carried out.

4.3.2 Test for Linearity

Linearity assumes a straight-line relationship between the predictor variables and the criterion variable. This was assessed by examination of a scatter plot of independent variable against the dependent variable to measure if there is a straight-line relationship. The independent variable depicted a straight-line relationship with the dependent variable as shown in Figure 2.

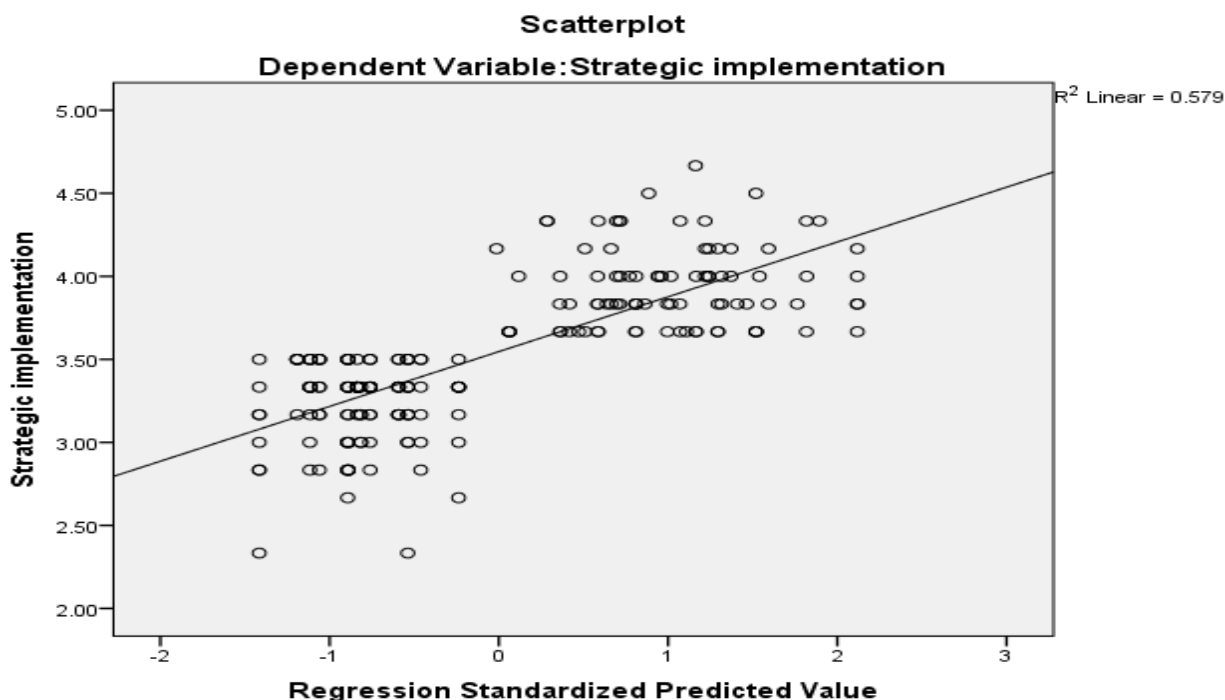


Figure 2: Scatter Diagram for Linearity

4.3.3 Test for Heteroscedasticity

Heteroscedasticity test was run in order to test whether the error terms are correlated across observation in the cross sectional data (Long & Ervin, 2000). The null hypothesis is that the data does not suffer from Heteroscedasticity since the p-value is greater than the 5%. The null hypothesis was not rejected at a critical p value of 0.05 since the reported value was 0.4881 > 0.05. Thus, the data did not suffer from heteroscedasticity. The results in Table 4 indicate that the null hypothesis of constant variance is not rejected as supported by a p-value of 0.4881.

Table 4: Heteroscedasticity Results

Breusch-Pagan / Cook-Weisberg test for heteroscedasticity		
Ho: Constant variance		
Variable: fitted values of Strategy Implementation		
chi2(1)	=	0.480
Prob > chi2	=	0.4881

4.3.4 Test for Autocorrelation

In Table 5, the dependent variable must be independent and this was tested using Durbin-Watson (d) test which state that d=2 indicates that there is no autocorrelation. The value of (d) always lies between 0 and 4 where 0 indicates autocorrelation while above 1 indicates the residuals are interdependent, the results from the study presented 1.862 which indicates that the residuals are not autocorrelated.

Table 5: Durbin Watson test

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate	Durbin-Watson
1	.761a	0.579	0.571	0.28408	1.862

4.3.5 Test for Multicollinearity

Multicollinearity is a statistical phenomenon in which two or more predictor variable in a multiple regression model are highly correlated, the undesirable situation where the correlations among the independent variables are strong. A set of variables is perfectly multicollinear if there exists one or more exact linear relationship among some of the variables. Tolerance of the variable and the VIF value were used where values more than 0.2 for Tolerance and values less than 10 for VIF means that there is no multicollinearity.

For multiple regressions to be applicable there should not be collinearity among variables. Statistics used to measure multicollinearity include tolerance and variance inflation factor. From the findings, the all the variables had a tolerance values >0.2 and VIF values <10 as shown in Table 6. Indicating that there is no multicollinearity among the independent variable (leadership style)

Table 6: Multicollinearity test using Tolerance and VIF

Variable	Collinearity Statistics	
	Tolerance	VIF
Leadership Style	0.5	2.000

4.4 Regression Analysis

4.4.1 Fitness of Model

A simple regression analysis was conducted between all the independent variables (leadership style) and strategic implementation. The results presented in Table 7 present the fitness of model used of the regression model in explaining the study phenomena. Leadership style was found to be satisfactory in explaining strategic implementation. This is supported by coefficient of determination also known as the R square of 0.571. This means that leadership style; explain 57.1% of the variations in the dependent variable that is strategic implementation.

Table 7: Model Fitness

R Square	Adjusted R Square	Std. Error of the Estimate
0.76	0.579	0.28408

4.4.2 Analysis of Variance

Regression coefficients in Table 8 revealed that there was a positive and significant relationship between leadership style and Strategy Implementation ($r=0.099$, $p=0.000$). This was supported by a calculated t-statistic of 3.630 that is larger than the critical t-statistic of 1.96.

Table 8: Regression of Coefficients

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.302	0.079		29.06	0.000
Leadership Style	0.099	0.027	0.239	3.630	0.000

a Dependent Variable: Strategy implementation

$$Y = 2.302 + 0.099X$$

Where: Y = Strategy Implementation

X = Leadership Style

4.4.3 Hypothesis Testing for Strategic Leadership Style

The study hypothesis tested was:

H₀₁: Strategic Leadership style has no significant effect on the strategy implementation in the Administration police service.

The hypothesis was tested by using simple linear regression and determined using p-value. The acceptance/rejection criteria was that, if the p value is less than 0.05, we reject the H₀₁ but if it is more than 0.05, the H₀₁ is not rejected. Therefore, the null hypothesis is that strategic leadership style has no significant effect on strategic implementation in the Administration police service. Results in Table 8 shows that the p-value was 0.000. This was supported by a calculated t-statistic of 3.630 that is larger than the critical t-statistic of 1.96. The null hypothesis was therefore rejected. The study therefore adopted the alternative hypothesis that Strategic Leadership style has a significant effect on the strategic implementation in the Administration police service in Lamu County.

5.0 Conclusions

Based on the findings, the study concluded that leadership style has a positive and significant effect on strategy implementation. In order for an institution to achieve successful strategic implementation results during the rapidly changing society and increased public demands, the role of leadership is more crucial now a days since it needed for organizations and institutions to survive. The strategic leadership is eagerly needed for institutions, which is well capable to predict the essential alterations and strategies, in advance and create required commitment and highly suitable atmosphere for the administration police and teams to understand and adopt these changes successfully. As leadership has a central role in evolution and cultivating an institution, the process of leadership style demands a very effective and highly competent leadership. This competent leadership should be well capable to perceive the most desirable shape of an institution. It should also address the issue of strategy implementation in most appropriate way as well as enable the organization to rapidly push through stressful, discomfoting and risky shifts in the institution system.

6.0 Recommendations

Strategy leadership was found to be positive and statistically insignificant in explaining strategy Implementation in Administration Police service in Kenya. In order to remain relevant in serving the public, the management should strive to maximize on the determinants that influence strategy implementation at APS. This will assist in being stronger in what is exactly influencing their leadership on strategy implementation. The Kenyan Government should also ensure that the policies and guidelines are put in place that can clearly guide who is to lead in the Administration Service. The managing staff at APS, with better leadership and management of staff and motivating the staff, must lead the staff in better performance of their jobs in line with strategies. This will allow them to relate the daily activities of personnel with business priorities in high levels.

7.0 References

Abok, A., Waititu, A., Gakure, R., & Ragui, M. (2013). Culture's role in the implementation of strategic plans in non-governmental organizations in Kenya. *Prime Journal of Social Science (PJSS)*, 2(4), 291-295.

Administration Police Report (2017). Police accountability in Kenya. National Police Service.
<http://www.administrationpolice.go.ke/>

Administration Police. (2010). *Administration Police: Strategic Plan 2009-2013*. Nairobi: Administration Police.

Administration Police Service. (2015). *DIG Message*. Retrieved December 21, 2015, from Administration Police Service: <http://www.administrationpolice.go.ke/dig-message1.html>.

Arasa, R. M., Aosa, E. O., & Machuki, V. N. (2011). Participatory orientation to strategic planning process: Does it pay? *Prime Journal of Business Administration and Management (BAM)*, 1(10), 319-327.

Bastedo, M. N. (2006). Open Systems Theory. In F. W. English, *The SAGE Encyclopedia of Educational Leadership and Administration*. 67-75 Sage Publications.

Dlodlo, T. (2011). *Factors Affecting Strategy Implementation and the Role of Middle Managers in Implementation*. Unpublished Thesis, University of Stellenbosch.

Fiates, G. G., Fiates, J. E., Serra, F. A., & Ferreira, M. P. (2010). Innovation Environment in Small Technology-Based Companies. *Journal of technology management & innovation*, 5(3).

Ghuman, K. (2010). *Management: Concepts, Practice & Cases*. 28-32 Tata McGraw-Hill Education.

Hart, J. M. (2009). The Management of Change in Police Organizations. In Univerza v Ljubljani. College of Police and Security Studies, & M. Pagon (Ed.) 50-57, *Policing In Central and Eastern Europe: Comparing Firsthand Knowledge with Experience from the West*. University of Michigan: College of Police and Security Studies.

Human Rights Watch. (2015). *Insult to Injury: The 2014 Lamu and Tana River Attacks and Kenya's Abusive Response*. Human Rights Watch. 20-24

Igbuzor, E., & Otiye, J. (2010). Strategies for Effective Oversight and Police Accountability in Nigeria.

- IPOA. (2013). *Baseline Survey on Policing Standards and Gaps in Kenya*. Nairobi, Kenya: Independent Policing Oversight Authority.
- IPOA. (2014). *IPOA Report Following the Mpeketoni Attacks*. Nairobi: Independent Policing Oversight Authority.
- Ipsos Synovate. (2013). *Kenya Coast Survey: Development, Marginalization, Security and Participation*. Nairobi, Kenya: Ipsos Ltd.
- Kandie, H. K., & Koech, A. K. (2015). Factors Influencing Strategy Implementation at the National Treasury Ministry in Kenya. *European Journal of Business and Management*, 7(10).
- Kaplan, R. S., & Norton, D. P. (2011). The strategy-focused organization. *Strategy and Leadership*, 29(3), 41-42.
- Kenya Police & Kenya Administration Police. (2003). *Kenya Police Strategic plan 2003-2007*. Nairobi: Kenya Police & Kenya Administration Police.
- Kenya Police Force. (2003). *Kenya Police Force Strategic Plan 2003-2008*. Nairobi: Government Press.
- Kiraithe, E. (2011). *Management of Strategic Change at Kenya Police Service*. Unpublished Master's Research Project, University of Nairobi, Nairobi Kenya.
- KNBS. (2015). *Economic Survey 2015*. Nairobi: Kenya National Bureau of Statistics.
- KNCHR. (2014). *Are We Under Siege? The State Of Security In Kenya*. Nairobi: Kenya National Commission on Human Rights.
- KNHCR. (2014). *Country Reports on Human Rights Practices for 2014*. Nairobi, Kenya: KNHCR.
- KNHCR. (2015). "The Error of Fighting Terror with Terror". Retrieved January 26, 2016, from Kenya National Human Rights Commission: <http://www.knchr.org/Portals/0/PressStatements/Press%20statement%20on%20Error%20of%20fighting%20terror%20with%20terror.pdf>

- Kriegler, J., Aboud, I. D., M'Marete, M., Aywa, F. A., Mumma, C. M., & Boneo, H. (2008). *The Independent Review Commission Report: 2007–2008 Kenyan crisis*. Nairobi: Government Printer.
- Lamu County Government. (2014). *Lamu County First County Integrated Development Plan 2013-2017*.
- Li, Y., Guohui, S., & Eppler, M. J. (2008). *Making Strategy Work: A Literature Review on the Factors influencing Strategy Implementation*. ICA Working Paper 2/2008.
- Lin, H.-E., McDonough III, E. F., Lin, S.-J., & Lin, C. Y.-Y. (2013). Managing the Exploitation/Exploration Paradox: The Role of a Learning Capability and Innovation Ambidexterity. *J PROD INNOV MANAG*, 30(2), 262–278.
- McCarthy, A., Darcy, C., & Grady, G. (2010). Work-life balance policy and practice: Understanding line manager attitudes and behaviors. *Human Resource Management Review*, 20(2), 158–167.
- McNamara, C. (2008). *Strategic Planning (in nonprofit or for-profit organizations)*. Retrieved December 21, 2015, from Authenticity Consulting, LLC: http://managementhelp.org/plan_dec/str_plan/str_plan.htm#anchor453886.
- Mintzberg, H. (2004). *Formulating workable strategies: A perspective of Company formation*. Harvard Business Review.
- Morrison, J., & Wilson, I. (2006). The Strategic Management Response to the Challenge of Global Change. In H. Didsbury, *Future Vision, Ideas, Insights, and Strategies*. HORIZON.
- Mulube, J. K. (2009). *Effects of organizational culture and competitive strategy on the relationship between human resource management strategic orientation and firm performance*. Unpublished PhD Thesis, University of Nairobi.
- National Task Force on Police Reforms. (2009). *Report of the National Task Force on Police Reforms*. Nairobi: The Government Printer.

Pearce, J. A., & Robinson, R. B. (2000). *Formulation Implementation and Control: Strategic Management* (6 ed.). McGraw Hill.

Pearce, J. A., & Robinson, R. B. (2005). *Strategic Management*. A.I.T.B.S Publishers.

Pearce, J. A., & Robinson, R. B. (2005). *Strategic Management: Formulation, Implementation, and Control*. Burr Ridge, IL: Irwin.

Pearce, J. A., & Robinson, R. B. (2007). *Strategic Management: Strategy Formulation and Implementation* (3rd ed.). (D. Richard, Ed.) Burr Ridge, IL: Irwin Inc.

Rajasekar, J. (2014). Factors affecting Effective Strategy Implementation in a Service Industry: A Study of Electricity Distribution Companies in the Sultanate of Oman. *International Journal of Business and Social Science*, 5(9(1)), 169-183.

Rosenbaum, D. P. (2002). Evaluating Multi-Agency Anti-Crime Partnerships: Theory, Design, and Measurement Issues. *Crime Prevention Studies*, 14, 171-225.

Safeworld & PeaceNet. (2008). *Implementing community-based policing in Kenya*. Nairobi: Safeworld & PeaceNet.

Salih, A., & Doll, Y. (2013). A Middle Management Perspective on Strategy Implementation. *International Journal of Business and Management*, 8(22), 32-39.

Shimechero, C. M. (2010). *Challenges of strategy implementation at Centre for African Family Studies*. Master's Thesis, University of Nairobi, School of Business.

Society of Human Resource Management. (2012). *Organizational Culture: Does a company's culture affect organizational performance and effectiveness*. Retrieved December 28, 2015, from Society for Human Resource Management: <http://www.shrm.org/TemplatesTools/hrqa/Pages/Doesacompany%E2%80%99scultureaffectorganizationalperformanceandeffectiveness.aspx>

Sorooshian, S., Norzima, Z., Yusuf, I., & Rosnah, Y. (2010). Effect Analysis on Strategy Implementation Drivers. *World Applied Sciences Journal*, 11(10), 1255-1261.

- Tabo, O. V. (2013). *Challenges of Strategy Implementation in Private Security Companies in Kenya*. Unpublished Thesis, University of Nairobi, School of Business.
- Thompson, A. & Strickland, A. (2013). *Strategic Management: Concepts and Cases* (13th ed.). New Delhi: Tata McGraw-Hill Publishing Company Ltd.
- Thompson, A., Gamble, J., & Strickland, A. I. (2006). *Strategy: Winning in the marketplace- core concepts, analytical tools, cases*. Boston, MA: McGrawHill/ Irwin.
- Waki, P., McFadyen, G., Kambale, P., Majanja, D., & Kegoro, G. (2008). *Report of the Commission of Inquiry on Post-Election Violence in Kenya*. Nairobi: The Government Printer.
- Wambui, T. W., Wangombe, J. G., Muthura, M. W., Kamau, A. W., & Jackson, S. M. (2013). Managing Workplace Diversity: A Kenyan Perspective. *International Journal of Business and Social Science*, 4(16), 199-218.
- Williams, K. L. (2015). *Beyond the Rhetoric: Factors Influencing the Implementation of Strategic Plans by American Police Agencies*. PhD Thesis, American University, Faculty of the School of Public Affairs.