EFFECTS OF RESOURCE ALLOCATION ON STRATEGY IMPLEMENTATION AT KENYA POLICE SERVICE IN NAIROBI COUNTY

Joseph Ejereh Lemarleni
Master of Business Administration, Laikipia University, Kenya

Prof. Isaac Ochieng
Lecturer Department of Commerce, School of Business, Laikipia University, Kenya

Thomas Gakobo
Laikipia University, Kenya

Dr. Peter Mwaura
Laikipia University, Kenya

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ABSTRACT

Strategy implementation is an important component in strategic management process. Many organizations develop good strategies to give them an edge and competitive advantage. However, the implementation of strategy within the Kenya Police Service has not been successful. This study investigates the effects of resource allocation on strategy implementation at the Kenya Police Service. The main objective of this study was to assess the effects of resource allocation on strategy implementation at Kenya police service. The study utilized two theories; resource-based view theory which see the firm as a bundle of resources and capabilities made up of physical, financial, human and intangible assets, and McKinsey 7S framework whose central idea is organizational effectiveness which stems from interaction of several factors and not just one factor. A descriptive research design was used for the study. The study targeted a population of fifty-six police officers of the rank of OCPDs and OCSs all working in thirteen police divisions and forty-three police stations within Nairobi County, they were used because they occupy strategic position at the operational level, they are the key implementers of strategic plan of the service at divisions and stations respectively and therefore best placed to give detailed account of effects of resource allocation in relation to strategy implementation. The study used stratified sampling technique to select a sample of forty-nine police officers of the rank of OCPDS and OCS within Nairobi. Primary data was collected by use of questionnaire. To ensure that the instrument accurately measures the variables of interest to the study, each of the items in the questionnaire was discussed with peers, research supervisors and other lecturers giving attention to the specific study objectives. Validity of instruments was enhanced through the collection of data from appropriate respondents. The test-retest method was used to ascertain reliability. Ten respondents from Nairobi County headquarters were randomly selected for the pilot study. Cronbach's alpha formula was used in calculating the reliability of data. A coefficient of 0.8 or higher was accepted. Descriptive statistics was applied in this study; this will include the use of frequency distribution tables and percentages. The study also used inferential statistics to measure the quantitative data. The multiple regression analysis models was used. The study findings make useful contribution to theory and research on strategy implementation and especially when applying resource-based view (RBV) and MCkinsey 7S Model which gives further understanding of those theories. Findings indicate that there exist both positive and significant correlations between the predictor and dependent variables. Strongest and positive correlations were obtained between organizational culture and Strategy implementation followed by financial resource and strategy implementation. Technological resource and human resources also registered strong and positive correlations at and respectively. The study however concludes that there is no significant moderating effect of organizational culture on the influence of resource allocation on strategy implementation at the Kenya police service even though.

Key Words: *resource allocation, strategy implementation, Kenya Police Service, Nairobi County*

INTRODUCTION

Strategy implementation standards in the security sector attract global concern. Several countries have developed different promising strategies and techniques to improve strategy implementation in the security sector even though these have not been sufficiently experimented walker et al (2004). Police all over the world perform a wide range of duties including; investigating crimes, maintaining public order, directing traffic patrolling of city streets to foster peace, administering the household registration system, provide security to state officials and providing guidance for the work of mass-line crime prevention and security. Resource constraints, financial, human and technological, are at the crux of the failure to address many of the issues with police strategy implementation.

Over the past years, the South Sudan Police Services have been working to boost its membership so that it can effectively patrol South Sudan. This has been compounded by lack of suitable human and financial resources beyond Juba to provide a sustainable follow-up or to work proactively to prevent conflict and build a capacity and enabling environment for peace. (Downie et al 2011). There are several problems limiting effective strategy implementation in the Tanzanian Police Force that have to do with human resources management (HRM). Such challenges include lack of recruitment and training policies, absence of human resource information systems (HRIS), and inadequate training facilities. Furthermore, officers are poorly paid, under motivated, and have high rates of absences. There are also problems with infrastructure, including poor offices, lack of housing and transportation allowances, inadequate communication networks, and weak management information systems. A fully functioning police service is vital for maintenance of peace, provision of security, and enforcement of a country‘s law. Lack of adequate resources has also been attributed to the stalling of the ongoing reforms initiative (Kiraithe, 2011).

Ganley (2010) states that resources make organizations to run, and allocating these resources to an organization should be done carefully. Allocating these resources can be tough, but an organization can acquire the resources they need appropriately through careful practice. Some examples of organizational resources are technology, people, and finances. All of these organizational resources are crucial to the success and growth of an institution. Murithi (2009) argues that resources are needed for the successful implementation of strategic plan and strategies. It is very difficult to implement a strategy when resources are not available. Resources will include the human resources, training, remuneration, finances etc. Resources have to be available for strategy implementation. In the studies, ‘why do public sector organizations fail in implementing of strategic plans in Pakistan’, resources limitations comprising of budget, technology, tools and Human Resource (HR) inadequacy were the biggest impediments to strategic plan implementation (Kazmi et al, 2008).

For successful strategy implementation, the management needs to marshal resources behind the process of strategy execution. Too little resources will slow the process while too much funding will waste organizational resources and reduce the financial performance. Capital allocation therefore must be well distributed and thought of to promote strategy implementation. Financial resources can be a constraint on implementation of strategic plans. Management often finds it necessary to prioritize its strategies to make a judgment about which ones are most critical to implement given the finite or even scarce financial resources available (Sum & Chorlian, 2013). Schmidt (2013) asserts that an organization's budget should reinforce its strategic plan. In times of declining resources, it is even more critical that budget development and strategic planning be tightly connected to ensure funding shortfalls do not hinder implementation of strategy

Organizations are made up of humans and it is the people who make the real difference to the success of the organization in the increasingly knowledge-based society. The importance of human resources thus has the central position in the strategy of the organization, away from the traditional model of capital and land. Leading organizations like Microsoft put extraordinary emphasis on hiring the best staff, providing them with rigorous training and mentoring support, and pushing their staff to limits in achieving professional excellence, and this forms the basis of these organizations‟ strategy and competitive advantage over their competitors. It is also important for the organization to instill confidence among the employees about their future in the organization and future career growth as an incentive for hard work (Purcell & Boxal, 2003).

Viseras, Baines, and Sweeney (2005) indicate that success in strategy implementation depends crucially on the human or people side of project management, and less on organization and systems related factors. Similarly, John Bryson (2010) finds that a higher level in total organizational involvement during strategy implementation has positive effects on the level of implementation success, firm profits and overall firm success. Effective implementation results when an organizations resources and actions are tied to strategic priorities and set objectives achieved, and when key success factors are identified and performance measures and reporting are aligned. It is said that technology makes life smooth and easy. This concept also applies to strategy implementation process. An organization with good and updated technology system usually has an upper hand over technologically weak organizations not only in competition but also in the whole process of management. With good technology, an organization is able to easily implement, monitor and evaluate its strategic process it has undertaken (Hitt et al, 2013). Technological factors involve institutions and activities that create new knowledge and translate that knowledge to new products, outputs, processes and materials. Technology is rapidly changing hence firms need to thoroughly embrace and study the technological segment (Nutt, 2006). Availability of technology in the public sector organizations facilitates strategy implementation process. According to Kepha (2013), technology gives organizations valuable assistance in implementing new policies, procedures and initiatives.

Strategy Implementation at the Kenya Police Service

The Kenya Police traces its origin to the late nineteenth century when it was associated with the Imperial British East Africa Company. It was formalized in 1920 as Kenya Police Force when Kenya became a British Protectorate. Since then it grew to include Regular Police, Criminal Investigation Department, General Service Unit, and other specialized units (Kenya police Strategic plan, 2004-2008). The Kenya police service is established under provisions in an act of parliament known as the police Act, article 243(1) of the laws of Kenya. The National Police Service Act 2011 provides for the functions, organization and discipline of the Kenya Police service and Administration Police Service and the Inspector General heads it. The Police service is established in the Republic of Kenya to maintain law and order, preserve peace, protect life and property, prevent and detect crime, apprehend offenders as well as enforce all laws and regulations with which it is charged. 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 operation section. The section is responsible for the preparation of the service's strategic plan among other functions (The Kenya Police Service Strategic Plans, 2003- 2007).

Strategy implementation is a very expensive process that requires finance to implement the plan. For many years, the Kenya police service has been suffering from inadequate budget allocation. This has stalled many projects e.g. housing, better remuneration, medial cover and so on. Kiraithe (2011) noted that lack of adequate finance has been a major obstacle to the implementation of police strategic plan. The 2014-2015 national budgets by the treasury for example, had the police given 42% less of the budget estimate. Finance is necessary for procurement of services, equipment and facilities necessary for the implementation of the organizational strategy (Mascarenhas, 2013). Kiraithe (2011) noted that the police service is actually suffering from inappropriate deployment where a good number of police officers are undertaking functions, which are supposed to be carried out by other people. A good example is the use of police officers as drivers for the judges in the judiciary, the legislators and senior government officials both present and former. It was noted that deployment of police officers without consideration of their competencies, skills as well as their safety is not helping in strategic plan achievement.

Nyongesa (2013) in her study on challenges facing strategy implementation in the Kenya police noted lack of cooperation from senior officers especially those in the field, rampant corruption within the system, inadequate finance, and political interference to the running of the police as major challenge. in addition poor training, failure to embrace information technology a times leading to slow decision making, inadequate human resources, lack of modern security equipment's and continued changes in rules and regulations a times throwing police to a state of confusion. Kipkurui (2014) noted that the Kenya police service has been neglected for many years. Lack of modern communication gadgets, use of outdated riffles, and lack of modern vehicles i.e. bulletproof vehicles and vests are major contributions to failing strategic plan. The continued loss of police officers in the battle field to the criminals due to lack of proper equipments e.g. the Baragoi incident as well as the rise in suicidal cases is affecting strategy implementation, Strategy implementation processes require the work and attention of employees and managers at all levels within an organization. The current strategic plan (2013-2017) which is still a dummy highlights corruption, lack of scheme of service, slow adoption and poor record of internal accountability as among the challenges that the police face. An evaluation of the effect of strategic plan implementation on performance is critical given that the Kenya Police Service is not a profit making organization and its performance is mainly pegged on customer satisfaction - the public (Kenya Police Service Act, 2011).

STATEMENT OF THE PROBLEM

Strategy implementation is an important component in strategic management process. Many organizations develop good strategies to give them an edge and competitive advantage. The importance of strategic plan in security sector is to help the institution to respond, prevent and deter crime and to ensure law and order is maintained, all of which lead to total service delivery. However, the implementation of strategy within the Kenya Police Service has not been successful. The resulting poor strategy implementation in the Kenya Police Service strikes out strongly and is distinct from other forms of poor strategy implementation in any other sector because the repercussion would be disastrous. Due to poor strategy implementation at the Kenya Police Service, the service continues to be perceived as slow in responding to social ills by the public and unless this situation is addressed lives will continue to be lost, institutions and industries will suffer instability, the economy of the country will be hurt and the investors will be scared away. For many years, the Kenya Police Service has been suffering from inadequate budget allocation. This has stalled many projects e.g. housing, better remuneration, medical cover and so on. Lack of adequate finance has been a major obstacle to realization of police strategic plan. The human resource factor in strategy implementation involves attracting the right type of people; developing the knowledge, skills and abilities and human resource retention. Several studies noted that the police service is actually suffering from inappropriate deployment where a good number of police officers are undertaking functions, which are supposed to be carried out by other agencies. With good technology, an organization is able to easily implement, monitor and evaluate its strategic process it has undertaken. The Kenya Police Service is most of the time underfunded. This has hampered its efforts to modernize itself and be up to task to match the sophisticated nature of crime and criminals. For example, the Criminal Investigation Department does not have a functional forensic laboratory to tackle sophisticated crime. Also the police service lacks enough personnel in Information Communication Technology (ICT) to tackle crime using up to date technology for example in cybercrime. It is against this background that this study seeks to explore the effects of resource allocation on strategy implementation at the Kenya Police Service.

GENERAL OBJECTIVE

The main objective of this study was to assess the effects of resource allocation on strategy implementation at Kenya police service.

SPECIFIC OBJECTIVES

1. To explore whether allocation of financial resources influence strategy implementation at the Kenya police service.
2. To determine whether allocation of human resource influences strategy implementation at the Kenya police service.
3. To assess whether allocation of technological resources influence strategy implementation at the Kenya police service.

THEORETICAL FRAMEWORK

According to Hunger and Wheeden (2010), strategy is a plan of action designed to achieve the set goals and objectives irrespective of the changing environment. Rainer (2012) noted that less than 50% of formulated strategies are implemented. The utility of any tool lies in its effective usage and so is the case with strategy. Strategy is considered the instrument through which a firm attempts to exploit opportunities available in the business environment.

Strategy implementation is the process that turns plans into action assignments and ensures that such assignments are executed in a manner that accomplishes the plan's stated objectives (Hill & Jones, 2008). Implementation is a highly complex and interactive process. Effectiveness of strategy implementation is affected by the quality of people involved in the process (Govindarajan, 1989). Quality refers to skills, attitudes, capabilities, experiences and other characteristics of people required by a specific task or position (Peng & Litteljohn, 2001).

Viseras, Baines and Sweeney (2005) indicate that success in strategy implementation depends crucially on the human or people side of project management, and less on organization and systems related factors. Similarly, Heracleous et al (2000), finds that a higher level in total organizational involvement during strategy implementation has positive effects on the level of implementation success, firm profits and overall firm success. Various theories have evolved in implanting strategies to achieve competitive advantage. This study will review two theories, resource based view theory (RBV) and MC Kinsey 7s model for better understanding of the effects of resource allocation on strategy implementation.

The Resource-Based View Theory

The origins of the resource-based view can be traced back to earlier research. Retrospectively, elements can be found in works by Chandler (1972) and Williamson (1975), where emphasis is put on the importance of resources and its implications for firm performance. The resource-based view (RBV) of the firm argues that firms are able to outperform others if they can develop valuable resources or capabilities, which cannot be easily imitated or substituted by its competitors (Cooke et al 2005). The RBV can contribute to investigating how organizations identify and develop distinct unique capabilities, and how those might be transferred to new management and structures (Marvel et al, 2013). Ganley (2010) states that resources make an institution to run, and allocating these resources to an institution should be done carefully. Allocating these resources can be tough, but organizations can acquire the resources they need appropriately through careful practice. Some examples of organizational resources are technology, people, and finances. All of these organizational resources are crucial to the success and growth of an institution.

According to Wernerfelt (2004), Resource Based View considers internal capabilities in the formulating strategy to achieve a sustainable advantage in its markets and industries .If we see the organization as made of resources and capabilities which can be configured to provide it with competitive advantage; then its perspective does indeed become inside-out. In other words, its internal capabilities determine the strategic choice it makes in competing in its external environment. Resource has been defined in this literature as assets tied semi-permanently to firms and includes tangibles and intangibles assets (Maxwell & Joseph, 2013). The central proposition is that the way the resources are allocated in the firm shapes the realized strategy of the firm. Understanding the resource allocation process allows one to understand how strategy is made. RBV explains that a firm's sustainable competitive advantage is reached by virtue of unique resources being rare, valuable, inimitable, non-tradable, and non-substitutable, as well as firm-specific.

Resource availability and utilization has a positive influence on strategic plan implementation in the Kenya police service. This can be explained by a unit change in resources. Resources are the platform upon which any activity within the police organ can be carried out. Resources in the form of Information, Communication and Technology (ICT) have lead to improvement in the performance of the police in other countries. In the case of Nairobi, ICT is partially used especially in some few police divisions and at the police headquarters/ Vigilance house. Tangible resources like vehicles, phones are so limited that some stations have to share vehicles. Resources determine how fast and efficiently officers will respond to distress calls. Resource allocation to the Kenya Police service for effective strategy implementation has been a major challenge for long with security agents being unable to carry out their function as required. This has led to a situation where the Kenya Police service is unable to fully implement security plans meant to protect the lives and property of the citizens.

The RBV theory has been criticized for lack of substantial managerial implications (Priem & Butler, 2001). It seems to tell managers to develop and obtain VRIN resources and develop an appropriate organization, but it is silent on how this should be done (Connor, 2002). A related critique is that the RBV invokes the 'illusion of total control', trivializing the property-rights issues, exaggerating the extent to which managers can control resources or predict their future value (McGuiness & Morgan, 2000). However, RBV is a theory aspiring to explain the SCA of some firms over others and, as such, was never intended to provide managerial prescriptions (Barney, 2003). Any explanations the RBV might provide may well be no more than indicative, yet still of value to managers, so there is no reason to oblige the RBV to generate theoretically compelling prescriptions.

McKinsey 7S Framework

Is a tool that analyzes firm's organizational design by looking at 7 key internal elements: strategy, structure, systems, shared values, style, staff and skills, in order to identify if they are effectively aligned and allow organization to achieve its objectives. McKinsey 7s model was developed in 1980s by McKinsey consultants. Peters and Robert Waterman (1980) indicate that since the introduction, the model has been widely used by academics and practitioners and remains one of the most popular strategy implementation tools. It sought to present an emphasis on human resources (Soft S), rather than the traditional mass production tangibles of capital, infrastructure and equipment, as a key to higher organizational performance. The goal of the model was to show how 7 elements of the company: Structure, Strategy, Skills, Staff, Style, Systems, and Shared values, can be aligned together to achieve effectiveness in an organization. The key point of the model is that all the seven areas are interconnected and a change in one area requires change in the rest of a firm for it to function effectively.

The strategy implementation process can be clearly outlined using five phases (Pearce & Robinson, 2007). The first phase is the alignment of initiatives. A new strategy in an organization must be supported by new priorities and activities to support its successful implementation. All initiatives must be therefore measured and analyzed against their strategic value and impact to the organization. The next phase is the alignment of budgets and performance (David, 1997). All departments within the firm must allocate and manage their budgets to deliver the strategic initiative. Organizational performance should be closely aligned to strategy.

The third phase of strategy implementation is harmonization of structure and strategy. A transformational strategy will require transformation to the firm's structure. The structure of the firm should allow strategy to cascade across and down the firm so as to efficiently deliver the strategy (Karami, 2005). The next phase is the engagement of staff so that they can get behind it for successful strategy implementation. The final phase of strategy implementation is monitoring and adaptation. Since change is a constant in all businesses, strategies must be adaptable and flexible. Strategies must be reviewed regularly to assess priorities, actions and performance (Pearce & Robinson, 2007).McKinsey 7s model is a tool that can be used to understand the strategy implementation process (Simiyu, 2013).

Strategy refers to actions taken by an enterprise, in response to changes in the external environment, intended to achieve competitive advantage (Karami, 2005). The alignment of the initiatives will be translated into strategies that will guide the organization towards its purpose. The strategies must also include performance and budget goals so that performance is delivered within the established budgets. Structure refers to distribution of authority and reporting relationships within the organization (Manage et al 2007). The organization must put in place proper structures that will support the strategies that are developed. The second phase of implementation is the alignment of budgets and performance. Structures must exist to support how resources are allocated to each performance target. Structures are also necessary to enable monitoring of the implementation process. This last phase of the implementation process helps ensure the firm is working towards the right goals.

Systems are the formal and informal procedures used to manage the organization (Simiyu, 2013). This element supports the third phase of the strategy implementation process. Systems must exist in the firm so as to harmonize the strategies and structures. This harmonization enables faster adoption of the new changes in the environment and the building of milestones into the implementation process. John (2005) defines skills as distinctive competencies of the organization. Elsewhere, Drucker (2007) suggests that skills are necessary for the fourth phase of the strategy implementation process. Engagement of staff in the implementation process is only possible if they possess the necessary skills to be able to understand the strategy and communicate to management what changes are necessary and how these changes can be adopted faster.

Style refers to the leadership style of managers, what they focus attention on, what questions they ask of employees, and how they make decisions (John, 2005). The strategy implementation phases of harmonization of structure and strategy and engagement of staff heavily rely on the leadership style in the organization. A participative leadership style is best suited to support alignment of strategies and the organization structure. The leadership must be also committed to fully inform the staff and get them behind the goals set so as to implement strategy successfully (Dunphy & Stace, 1988). Staff refers to the people within the organization (Drucker, 2007). This element of the McKinsey model relates to the engagement of staff phase of the strategy implementation process. The staff must be engaged in delivery of the intended strategy and must be empowered to act on the targets of the firm. They must also have a positive attitude so as to assist in the monitoring of the progress of the strategy implementation process and be trusted to make the necessary adjustments.

Shared values refer to the fundamental set of values that are widely shared in the organization (Karami, 2005). They serve as guiding principles of what is important and provide a broad sense of purpose for all employees. This element encompasses the whole strategy implementation process from the alignment of initiatives so as to formulate strategies to the alignment of budgets with the expected performance. Shared values enable a proper harmonization of strategies and structure so as to offer necessary support (Peters & Waterman, 1982). According to Peters and Waterman (1982), the model is operationalized by first identifying the areas that are not effectively aligned. The second step involves a determination of the most effective organizational design the organization wants to achieve. The third step is basically the action plan, which will detail the areas that need to be realigned and how it should be done. Dunphy and Stace (1988) observe that if the firm's structure and management style are not aligned with company's values, the firm should reorganize the reporting relationships and influence a change in management style. Finally, there should be a continuous review of the seven elements. A change in one element always has effects on the other elements and requires implementing new organizational design (Peters & Waterman, 1982).

D'Aveni (1994) provided the major critique of Mckinsey. He opined that the quickening pace in many organizations makes competitive advantage no longer sustainable using traditional paradigm. As each firm attempts to copy the best practice of other industry players, the firm becomes more efficient but no more profit. His critiques suggested that the Mc Kinsey 7s framework is too rigid and would be dysfunctional to handle the dynamic changes to a firm's competitive environment. He put forward that organizations need more speed, agility and capacity for coping with uncertainty to prosper.

RESEARCH METHODOLOGY

Research Design

The research design for this study was a descriptive survey. Descriptive research design has been chosen because this study sought to find out the effects of resource allocation on strategy implementation at Kenya Police Service using a case of Nairobi County. By doing this, this study built a profile about the factors affecting the successful implementation of strategies within Kenyan security sector

Target Population

The study targeted a population of 56 police officers of the rank of OCPDs and OCSs all working in 13 police divisions and 42 police stations within Nairobi County, which represents the cadre of middle level and supervisory management of the entire police service.

Sample and Sampling Procedure

In this study, the researcher employed stratified sampling because stratified helps the researcher to obtain sufficient sample points to support a separate analysis of the subgroups involved. The target population mentioned above was divided into groups based on the position in the service that is, at middle management, (OCPDs) and Supervisory (OCSs) staff level, this ensures that the sample taken will be a true reflection of the different classes of employees in the service.

Sampling Frame

The sample was drawn from the list of all OCPDs and OCSs working in police divisions and stations as per the Nairobi County Police headquarters data center.

Sample Size

Kothari (2004) describe the sample size as a smaller set of the larger population. In this study, sample size comprises of middle management (OCPD) and supervisory level staff (OCS). They were used because they occupy important positions and therefore are best placed to give detailed account of influence of resource allocation in relation to strategy implementation. The researcher used stratified sampling to obtain data from each stratum. Yamane (1967) provided a simplified formula to calculate sample size. The formula was used to calculate the sample size for this study.

$$\boldsymbol{n = \frac{N}{1 + N * (e)^2}}$$

Where: n = sample size; N = population size; e = level of precision (0.05) n= N/1+N*(e)^2 = 56/1+56*0.05^2 56/1.14 = 49

Research Instruments

In this study, self-administered questionnaires were the main instrument for collecting primary data. This was suitable because respondents had the opportunity to complete the questionnaires at their own convenience. In addition, this method was more effective in terms of cost and time. The questionnaire was structured based on the study objectives. Each variable in the study formed its own sub-section in the questionnaire. A Likert scale framework was used in the questionnaire design to categorize responses ranging from 1- strongly disagree to 5- strongly agree.

Validity of the Instrument

Validity refers to the extent to which an instrument collects data that it is meant to. Results obtained from the analysis of data actually represent the phenomenon under study to the degree. It refers to the appropriateness, meaningfulness and usefulness of any inferences a researcher draws based on data obtained with an instrument. In this study, the researcher sought to ensure that content-related validity was guaranteed. Research instruments were reviewed to ensure that they adequately address the research objectives. The study sought expert opinion from the supervisor in order to establish validity. Validity will be enhanced through the collection of data from appropriate respondents. Language used on the questionnaire was kept simple to avoid any ambiguity and misunderstanding.

Data Collection Procedure

After carefully designing appropriate questionnaire, the researcher administered them to the subjects who in turn were required to appropriately fill them by answering the questions contained therein. After a considerable duration of time, they were collected back by the researcher who carefully went through them to ensure they are correctly filled and ready for further processing and analysis. At the onset, respondents were assured of their safety and confidentiality and were informed of that the purpose of the research is purely academic and thus the information adduced was not used against them. The researcher sought an informed consent from the respondents who were informed that they had a choice to withdraw from the study at will before the end of the exercise. Since the study involves security sector, Approval to conduct the research was given by the University and authority to collect data was from the National Commission for Science, Technology and Innovation (NACOSTI) that includes issuance of a research clearance permit. The secondary data was collected by studying planning documents such as strategic plans and other planning and governance manuals, to explore the effectiveness of implementation policies and methods such as contained in strategic planning. A list of the documents/publications and the variables of interest were developed to ensure consistency of data collected from one agencies to another.

Data Analysis and Presentation

After a rigorous exercise of collecting data, the researcher embarked on scrutinizing all filled questionnaires to check if properly filled. The researcher then assigned numerical codes to the information obtained according to classes or categories formulated this helps in the facilitation of analysis using the statistical package for social scientists (SPSS) software chosen because it is widely used for analyzing survey data and user friendly. Descriptive statistics were applied to describe the basic features of the data in a study; this will include the use of frequency distribution tables and percentages. The study used also used inferential statistics to measure the quantitative data. The multiple regression analysis models were applied.

$$Y = a + \beta 1X1 + \beta 2X2 + \beta 3X3 + \beta 4Z + e$$

Where: Y = Strategy implementation; a = Constant Term; β1, β2, β3and β4 = Beta coefficients; X1= Financial resources; X2= Human resources; X3 = Technological resources; Z = Organizational culture (moderating variable) e = Error term; Regression model without moderating variable; Model; $Y = \beta 0 + \beta 1X1 + \beta 2X2 + \beta 3X3 + e$ Where: Y = Strategy implementation; β0 = Constant Term; β1, β2 and β3 = Beta coefficients; X1= Financial resources; X2= Human resources; X3= Technological resources e = Error term

RESULTS AND DISCUSSIONS

Reliability Test Results

To determine reliability of the data collection instrument, the study subjected the questionnaires to a pilot study. The Cronbach's Alpha measure of internal consistency was then used to determine the reliability of the questionnaires. The Alpha measures internal consistency by establishing whether certain items measure the intended variable. Nunnally (1978) established the Alpha value threshold at 0.7 which the study benchmarked against. Table 1 presents the reliability test results.

Table 1: Cronbach's Alpha Coefficients

Scale	Cronbach's Alpha	Number of Items
Financial resources	0.808	6
Human resource	0.821	7
Technological resources	0.799	6
Organizational culture	0.784	6
Strategy implementation	0.876	3

The Coefficients Alpha Coefficients in table 1 reveal that all the scales were significant, having an alpha above the prescribed threshold of 0.7. The highest level of validity was recorded in Strategy implementation (α=0.876) followed by the Human resource (α=0.821). Financial resources were also valid at an Alpha level of 0.808, as was the technological resources and organizational culture at 0.799 and 0.784 Alpha levels respectively. The study thus found that the analysis was valid and could be used for further investigation.

Inferential Statistics

To assess the relationship between resource allocation and strategy implementation at Kenya police service, the study performed both regression analyses. Table 2 below presents the Pearson correlations for the relationships between the various resource allocation factors and strategy implementation at the Kenya Police Service.

From the findings, both positive and significant correlations were established between the predictor and dependent variables. Strongest and positive correlations were obtained between Organizational culture and Strategy implementation (r = .501; p value = .000) followed by Financial resource and strategy implementation (r = .378; p value = .010). Technological resource and Human resources also registered strong and positive correlations at (r = .195; p value = .037) and (r = .097; p value = .044) respectively.

All the independent variables were found to have a statistically significant association with the dependent variable at either 0.01 or 0.05 levels of confidence. Stigler (2002) offers that the Pearson product-moment correlation coefficient measure linear correlation (dependence) between two variables X and Y, giving a value between +1 and −1 inclusive, where 1 is total positive correlation, 0 is no correlation, and −1 is total negative correlation. He further demonstrates that P values less than 0.05 level of confidence can be considered statistically significant.

Table 2: Pearson Correlation Matrix

	Strategy implementation	Financial resource	Human resource	Technological resource	Organizational culture
Strategy implementation	1				
Financial resource	.378** (.010)	1			
Human resource	.097* (.044)	.521** .000	1		
Technological resource	.195* (.037)	.375* .010	.333* .024	1	
Organizational culture	.501** (.000)	.284 .056	.144 .340	.308* .037	1

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

*. Correlation is significant at the 0.05 level (2-tailed).

Regression Analysis

To establish the degree of influence of the independent and dependent variables, regression analyses were conducted among the variables, with the assumption that: variables are normally distributed to avoid distortion of associations and significance tests, which was achieved as outliers were not identified; a linear relationship between the independent and dependent variables for accuracy of estimation, which was achieved as the standardized coefficients were used in interpretation. The regression analysis produced the Model Goodness of Fit, Analysis of Variance (ANOVA) and coefficients of determination as presented in table 3 below.

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.570[a]	.325	.259	1.46210

Table 4: ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	42.179	4	10.545	4.933	.002[a]
	Residual	87.647	41	2.138		
	Total	129.826	45			

Table 5: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	10.981	4.408		2.492	.017
	Financial resource	.224	.107	.331	2.089	.023
	Human resource	.045	.052	.132	.861	.039
	Technological resource	.018	.139	.018	.127	.046
	Organizational culture	.316	.100	.432	3.140	.003

a. Predictors: (Constant), Organizational culture, Human resource, Technological resource, Financial resource
b. Dependent Variable: Strategy implementation

As presented in table 3, the model goodness of fit showed a correlation value (R) of 0.570 which depicts that there is a good linear dependence between the independent and dependent variables. With an R-squared of 0.325, the model shows that financial resource, technological resource, human resource and organizational culture explain 32.5 percent of the variation in strategy implementation while 67.5 percent is explained by other factors not included in the model. According to Howell (2002), measures of goodness of fit typically summarize the discrepancy between observed values and the values expected under the model in question.

Regression analyses produced the coefficients of determination and Analysis Of Variance (ANOVA). Analysis of variance was done to show whether there is a significant mean difference between dependent and independent variables. The ANOVA was conducted at 95% confidence level. According to Katz (2006) Regression analysis generates an equation to describe the statistical relationship between one or more predictor variables and the response variable. ANOVA statistics was conducted to determine the differences in the means of the dependent and independent variables to show whether a relationship exists between the two.

The P-value of .002 implies that strategy implementation has a significant joint relationship with financial resource, technological resource, human resource and organizational culture which is significant at 99% level of significance. This also depicted the significance of the regression analysis done at 95% confidence level. This implies that the regression model is significant and can thus be used to assess the association between the dependent and independent variables. Gelman (2006) provides that ANOVA statistics analyzes the differences between group means and their associated procedures (such as "variation" among and between groups).

The regression coefficients further reveal a positive relationship between strategy implementation and all the independent variables. Taking the regression model:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon;$$

Where: Y= Strategy implementation; α = Constant; β_1 - β_4 = Beta coefficients; X1 = Financial resource; X_2 = Technological resource; X_3 = Human resource; X_4 = Organizational culture and Є = Error term, the established regression equation was:

Strategy implementation = 10.981+ .224 (Financial resource) + .045 (Human resource) + .018 (Technological resource) + .316 (Organizational culture) + 4.408

A unit increase in financial resource would thus lead to a .224 increase in strategic implementation keeping all other factors constant; a unit increase in Human resource would lead to a .045 increase in strategic implementation keeping all other factors constant and a unit increase in the Technological resource would lead to a .018 increase in strategic implementation keeping all other factors constant while a unit increase in Organizational culture would lead to a .316 increase in strategic implementation. This implies that among other factors, financial resource, technological resource, human resource and organizational culture are key determinants of strategy implementation in the Kenya Police Service.

Moderation

The study sought to analyze the moderating effect of organizational culture on the influence of resource allocation on strategy implementation at the Kenya police service. To test for moderation, the study first standardized the predictor variables. A z –score was computed to specify the precise location of each value within the distribution by indicating whether the score is above the mean (positive) or below the mean (negative). The numerical value of the z-score specifies the distance from the mean by counting the number of standard deviations between X and μ. The resultant scores give a distribution that has a mean score of zero and a standard deviation of one.

The z –score is calculated as:

$$Z = \frac{X - \mu}{\sigma}$$

Where: Z = the standardized score; X = the X value; μ= the mean of the distribution; σ= the standard deviation of the distribution.

There would be a significant moderating effect of organizational culture on the influence of resource allocation on strategy implementation at the Kenya police service if the interaction between financial resource, technological resource, human resource and organizational culture is statistically significant.

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.577[a]	.333	.250	1.47129

Table 7: ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	43.238	5	8.648	3.995	.005[a]
	Residual	86.588	40	2.165		
	Total	129.826	45			

Table 8: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	13.718	.236		58.237	.000
	Zscore(financial resource)	.618	.283	.364	2.189	.024
	Zscore(human resource)	.227	.261	.134	.869	.035
	Zscore(technological resource)	.018	.248	.011	.074	.074
	Zscore(organizational culture)	.767	.240	.452	3.197	.003
	Moderator	.192	.274	.101	.699	.055

a. Predictors: (Constant), Moderator, Zscore(human resource), Zscore(organizational culture), Zscore(technological resource), Zscore(financial resource)

The results indicate that there is no significant moderating effect of organizational culture on the influence of resource allocation on strategy implementation at the Kenya police service even though (R Square = .333, F = 3.995, $p < 0.05$). The β depicting the coefficient for the interaction (XZ) was however not significant (β = .192, t= .699, p = .055), therefore the condition for moderation which states that there will be a significant moderating effect of organizational culture on the influence of resource allocation on strategy implementation at the Kenya police service if the interaction between financial resource, technological resource, human resource and organizational culture is statistically significant is not supported.

DISCUSSION OF FINDINGS

The study sought to explore whether allocation of financial resources influence strategy implementation at the Kenya police service. A majority of respondents were found to strongly agree that there is a lot of bureaucracy/red tape involved in receiving financial resource (5.0000). A majority however strongly disagrees with the statements to the effect that financial strategy implementation (1.4130); they are happy with how the financial resources are controlled in the organization (1.4783); the organization has enough financial resources to undertake and sustain strategy implementation (1.5652); they are happy with the financial resources allocated to their respective departments (1.6522); and that so far they feel the organization financial resources are well managed (1.9565). The finding is in agreement with Busaka (2015) whose study on an assessment of challenges influencing strategy implementation in public sector organization in Kenya with reference to betting control and licensing board find out how financial resources and information technology influences strategy implementation. The study results found that financial resources was the greatest hindrances to strategy implementation, it also revealed the use of information technology enhances accountability, planning process and internal communication which are the key aspects in strategy implementation. The human resource aspect was not focused by the study which is a crucial resource in strategy implementation. The finding is further in agreement with Gibbs et al. (2011) who found that like other organizations undertakings, strategy implementation processes requires a considerable amount of financial resources investment for results to be realized. Well-financed organizations tend to achieve desired strategic goals more effectively and efficiently than financially weak organizations who may want to invest least of their resources in a strategic plan. Accordingly, McCarthy, (2012) provides that finance has a function of assuring long-term cash availability that is essentially just an extension of its short-term function. Successful development of strategy requires a clear understanding by the strategic planning team of future capital limitations perceived by Finance. If the strategy being formulated exceeds those limitations, the need for additional sources of capital becomes itself a strategic issue and an iterative process of considering strategic alternatives begins.

The study sought to determine whether allocation of human resource influences strategy implementation at the Kenya police service. It was established that a majority of respondents agrees that the organization lacks sufficient training resources (4.8913); employee fail to understand or evaluate the usefulness of available training to implement strategies (3.7174); employees are reluctant to share important training skills with others in implementing strategies (3.6957); and that Managers are reluctant to embrace training generated from sources outside their own departments (3.6522). The finding is consistent with Noble et al. (2000) who offered that an organization with highly skilled staff tends to get positive results during implementation process unlike an organization with poorly staffed and trained personnel. Serious organizations have even gone a step further to setting up special offices staffed with qualified employees trained to handle strategy implementation aspects within the organization. Baer et al. (2012)

agree that to capitalize on organization on it potential, it must design and deliver human resource practices that focus on necessary employee performance competencies, creating a Human Resource system with vertical and horizontal alignment around those competencies. The finding is also in line with Schmidt and Keil (2013) who suggest that competent employees and their capabilities is essential ingredient for successful strategy implementation. They are important for the organization to develop human resource competencies. The organization needs to attract employees with necessary experience, technical skills and other soft skills.

The study sought to assess whether allocation of technological resources influence strategy implementation at the Kenya police service. A majority of respondents strongly agrees that obsolete technology is still used in my organization (4.9130); the service lacks sufficient information technological resources such as computers and phones (4.4348); the organization lacks sufficient training resources in terms of ICT (4.3913); and that few employees in the service are conversant with the ICT (4.3261). The finding agrees with Kibachia (2014) whose survey of risk factors in the strategic planning process of Parastatals in Kenya found that Market dynamics have created more challenges for public sector, with the emergence of the global economy, advances in technology, increased societal demands, and the need to provide more social services with fewer resources. The aspect of financial and human resources was not the focus of the study. The finding is also consistent with Hitt et al (2005) who report that an organization with good and updated technology system usually has an upper hand over technologically weak organizations not only in competition but also in the whole process of management. With good technology, an organization is able to easily implement, monitor and evaluate its strategic process it has undertaken. Accordingly, Perce and Robinson (2005) argue that sudden technological breakthrough can have a dramatic effect on a firm’s environment in terms of new markets, products or significantly shortened manufacturing life. Therefore, all firms especially those in turbulent growth must strive for understanding of both existing technology and technological advances and the probable future advances that may affect their products and services.

The study sought to analyze the moderating effect of organizational culture on the influence of resource allocation on strategy implementation at the Kenya police service. A majority of respondents strongly agrees that Kenya police service has a culture (core values) that they easily identify with (4.3696); there is lack of compatibility between strategy and culture (4.1304); implementation of strategy encounters resistance due to deep rooted culture of bias (3.9348); Kenya police service culture discourages innovation and creativity (3.8261); and that organizational rules and regulation hamper strategy implementation. A majority were however neutral on whether their beliefs and norms support strategy implementation process (3.0000). The finding is in tandem with Kepha (2013) in his study on challenges affecting implementation of corporate strategies in the electricity sector in Kenya found out that Organization culture has the single most influence on strategy implementation. A case study design was used in Kengen and descriptive analysis of data collected using structured questionnaires. The role played by all other internal elements of the organization like human resource, technological resources and finance was not focused. The finding also agrees with Kalali, (2011) whose survey titled "Why does strategic plans implementation fail? a study in the health service sector of Iran" found that the most important reason for strategic decisions failure in Iranian health service sector is content dimension. Content aspect points out how to develop strategies in organization. This includes unclear strategies, conflicting goals and priorities, lack of support by senior managers. The study findings indicated that structural dimension also played a big part in strategic plan decisions. The study did not focus on human resource.

The study sought to analyze the strategy implementation in the Kenya Police Service. A majority of respondents strongly agrees that efficiency in internal processes is largely attributed to effective strategy implementation in the Kenya Police Service (4.7826); enhanced service delivery is as a result of strategy implementation in police services (4.6087); and that reduced rate of crime is because of effective strategy implementation in police services (4.3913). The finding is in tandem with Pearce and Robinson (2005), the implementation process covers the entire managerial activities including such matters as motivation, compensation, management appraisal, and control processes that entail cascading strategy to all functional areas in such a way as to achieve both vertical and horizontal logic and enhance implementation of policies. Pearce and Robinson (2005) also agree that a new strategy must first be institutionalized then operationalized for effective implementation. Instutionalization of strategy is the alignment of the strategy to the organization's structure, leadership, culture, company resources and support systems that must permeate the whole organization.

CONCLUSIONS

From the foregoing findings and discussions thereof, the study concludes that strategy implementation accounts for the observed improvement in key areas of the Kenya Police Service, more particularly, improvements in efficiency of internal processes, enhanced service delivery and a reduction in crime rates. As such, there is need to further strengthen by mainstreaming strategy implementation within the Service.

It is also concluded that financial resource allocation in the Kenya Police Service is considerably inadequate for strategy implementation and related operations in the service. This can significantly be attributed to the immense bureaucracy/red tape involved in receiving financial resource in the Service. Consequently, the financial resource is insufficiently and incorrectly distributed curtailing strategy implementation endeavors further leading to inadequacies in service delivery by the Kenya police and stagnation in the police reform process.

The foregoing findings further imply that the Kenya police service has not adequately empowered its human resource with regard to professional development and contribution to strategy implementation. This can be noted in the lack of sufficient training resources; employee failing to understand or evaluate the usefulness of available training to implement strategies;

reluctance by a section of employees to share important training skills with others in implementing strategies; as well as reluctance by the managerial cadre to embrace training generated from sources outside their own departments.

It can also be deduced from the findings that information and communication technology is not adequately embraced in the Kenya Police Service. The organization still uses obsolete technology, the use of which is only limited to a few employees thereof. As technology advances in the wake of globalization, do does crime. It is thus incumbent upon the institution tasked with maintenance of law and order to level up to the advancement in crime. This can only be effected through advancement in technology use within the service and empowerment of employees thereof to be proficient in the same in order to adequately discharge their mandate.

The findings further imply that there is a mismatch between the organization culture within the Kenya Police Service and strategy implementation. Whereas effective strategy implementation presupposes objectivity and employee empowerment among others, the same lacks in the Service. Implementation of strategy thereof is hampered by deep rooted culture of bias; emphasis on routine, organizational rules and regulation among employees as opposed to encouragement of some level of innovation and creativity.

There exist both positive and significant correlations between the predictor and dependent variables. Strongest and positive correlations were obtained between organizational culture and Strategy implementation followed by financial resource and strategy implementation. Technological resource and human resources also registered strong and positive correlations at and respectively. The study however concludes that there is no significant moderating effect of organizational culture on the influence of resource allocation on strategy implementation at the Kenya police service even though.

RECOMMENDATIONS

Resource allocation is an important aspect in determining how effective the whole strategy implementation process will be. This calls for KPS to balance resource allocation and even allocate more funds to strategy implementation departments. This is because strategy implementation is the base of all other police reforms and its success percolates down to the whole organization. It’s imperative that financial resource allocation planning is done in a manner that it takes care of the pursued strategic fit in the Service, absent unnecessary bureaucracies and red tape.

Kenya Police Service employees including the lower cadre should be at the core of strategy implementation processes. From the lack of adequate training established from the research findings, on matters relating to strategy implementation, there is need for the Kenya Police Service to establish training and development programs based on training of and management needs identified by a training need analysis so that the time and money invested in training and management development is linked to the core goals of the Service. There is also need for KPS to employ latest technological resources in their mandate to effectively fight crime in the 21st century. Employees should be effectively trained in this regard for proficiency in the technological resources.

There is need to enact more stringent government laws and regulations in order to streamline strategy implementation process in the Kenya Police Service. The same should be made to ensure a system of accountability where both the responsible officials directly or indirectly involved in the strategy implementation process, when warranted by circumstances, investigated and held liable for their actions relative thereto.

Significant strategy implementation planning and development of sound implementation strategies lead to consistently better value for money; higher quality project and service delivery; improved opportunities for sustainable strategy implementation; and reduced risks to the organization. Time invested in preparation before developing the significant strategy implementation plan will increase the chances of it being completed within the required timeframe and budget. Planning for significant strategy implementation can be a complex activity which may require specialist advice or assistance. Strategy implementation officers should consider, at the preparation stage, whether specialist expertise should be sought internally within the organization, or externally.

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