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## INSTITUTIONAL RELATIONSHIPS AND IMPLEMENTATION OF STRATEGIC PLANNING IN THE NATIONAL POLICE SERVICE, KENYA

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### ABSTRACT

Several institutions today are concentrating on getting increasingly serious by propelling serious strategies that give them an edge over others. However, most government institutions have not had the option to define the strategies required to increase their edge. Institutions today face major unusual changes that make system usage troublesome and complex than previously. This examination tries to build up the impact of institutional relationships on strategic plan implementation at the National Police Service in Kenya. The study specifically sought to determine the effect of institutional relationships on implementation of strategic plan in the National Police Service in Kenya. Bureaucratic and systems theories guided the study. With a sample of 119 respondents from a population of 1185 police officers, the study used descriptive design. Stratified and simple random sampling was used to identify the respondents from the different police ranks within Nairobi City County. The study also used simple random sampling technique.



Primary data was collected using questionnaires, Focus Groups Discussions (FGDs) and Key Informant Interviews while secondary data was obtained from documented sources. Mean and standard deviation was used to analyze quantitative data while regression and correlation analysis was used to conduct inferential statistics. Analysis of qualitative data was done using content analysis. Frequency tables and percentages were employed in data presentation. The study outcomes indicated that there was a significant relationship between institutional relationships and implementation of strategic plans ( $\beta=0.042$ ,  $p\leq 0.05$ ). It was concluded that police officers relate well both as groups and individuals within the national police service. This study recommends that good job relationship between the station commanders and the junior officers should be maintained.

**Key Words:** *Internal Control, Rules and Regulations, Institutional Relationships, Strategic Plan*

## **BACKGROUND OF THE STUDY**

Strategy implementation sometimes might be a multifaceted spectacle (Noble & Mokwa, 2009). Strategy execution is seen as actioning the developed strategy. It encompasses grouping of the firm's property with inspiring the personnel to make them attain goals (Ramesh, 2011). Numerous aspects can possibly influence the development of tactical plans into structural action. Strategy implementation is important since its achievement or collapse rate has considerable impact on the success and continuity of the institution (Awino *et al.*, 2012). Strategy implementation includes the association of assets and key execution markers set out in the key arrangement (Ramesh, 2011). Procedure execution might be looked by a lot of difficulties which may radiate from the authority and the administration, the assets, the association creation and customs, the association political undertakings, The passion of personnel, the cooperation and dedication of workforce, the acumen and warfare beginning from team of workers and distinctive partners (Okumus, 2003). Furthermore, absence of attack of method may also likewise stand up to its fruitful usage (Awino *et al.*, 2012, Machuki & Aosa, 2011).

### **Implementation of Strategic Plan**

Strategic plan will serve no purpose if there is no better way of implementing it in an institution (Lorette, 2016). The procedure of implementing a deliberate plan in an institution differs from institution to institution reliant mostly on the specific deliberate plan. The implementation of a strategic plan is mostly intended to influence the performance of the main business in a strategy supportive manner (Pearce & Robinson, 2005). Lorette (2016) gives five steps that are involved in executing a strategic plan. These steps include; assessing the strategic plan, ensuring the existing strategic plan is realistic and provides resources required. The second step is to make a vision for applying the strategic plan, make known of the end results as well as the goals to be accomplished. The third step is to put up a member team that will implement the strategic plan. Fourth, plan to discuss the implementation plan progress, the selected strategic planning team members should be made aware of the set goals and objectives to be achieved. Fifth step, involve the top management where necessary; keep the institutional executives informed on what is happening and provide progress report of plan implementation.

Harrington (2006) view implementation of strategic plans as an interactive process of executing the plans. Regardless of the vast majority of definitions on key arrangement execution being somewhat broad in nature, most researchers characterize usage as a process by which the distinctive important plans are to be actualized. The maximum famous view on vital plans execution is that it's miles a fairly direct operationalization of an unmistakably explained vital arrangement.



Bureaucracy is an arrangement of unequivocal guidelines and systems intended to accomplish control and consistence of subordinates to the sets of the individuals who order institutions. Samuel (2017) characterizes it as an administration framework described by definite methodology and rules, an unmistakably delineated authoritative chain of command and indifferent connections among association individuals. All Institutions whether open and private segment seriously be contingent on administrations to perform. Administration is a compelling type of the executives in the association' s obtaining soundness, dispensing with unrest, and keeping away from equivocality (Aydın, 2010). All in all, administration is the way toward arranging dissipated exchanges and activities as indicated by reasonable and target rules (Başaran, 2000).

Globally, administration is the bedrock of the open part institutions. Notwithstanding, there's an imprint amongst residents that the administration of the legislative institutions has develop a weight (Kang, 2005). Fact is told, a few contend that the management has gotten incapable (Rose-Ackerman, 2016). One of the most noticeable arrangements that had consumed an enormous space in the writing of open institution is administration. Nonetheless, institution and initiative appear to repudiate one another. On other hand, institution, as portrayed by Max Weber, is about power, force, de-humanization, and strength. These various attributes of both the institution and authority make it hard to foresee the capacity of pioneers to have any kind of effect in bureaucratic foundations.

Institutions everywhere throughout the world are confronted with the difficulties of viable vital arrangement execution, which require the use of arrangement of the board standards so as to stay in business (Kang, 2005). The requirement for quality powerful key arrangement usage seems to be valued by way of establishments inside the private vicinity. Be that as it is able to, their companions inside the open region are not afflicted by using the effective crucial association execution and have for a very long time, stayed unaltered, possibly because of the way that, open phase establishments don't frequently confront the danger of competition with the aid of competitors. This disposition offers group a terrible name, as verify by bad key arrangement utilization offered with the aid of several people of those open foundations. For one to win-open actuality and make expected monetary increases, governments have offered managerial adjustments in the general population/common administrations (Rose-Ackerman, 2016).

Administration has impact on strategies, practices and methods inside an association. It will in general develop perpetually and to be followed increasingly more unbendingly (Johnston, 2011). It impedes strategy execution and thus development of institutions. Notwithstanding, bureaucratic impacts likewise emerge from political impact. There is political in-battling, with officials taking a stab at individual headway and force. Advancements are bound to be made based on legislative issues, instead of real accomplishments at work. In this manner have solid impact on vital arrangement usage. In Africa, hierarchical structure decides the degree at which choices are made and the progression of data inside the association and external (Jung & Kim, 2014). The more the degrees of tasks inside the association, the more slowly the speed at which data stream. Dynamic defers when numerous individuals are relied upon to give their contribution before a choice is reached thus delay in administration conveyance (Walker, 2009; Feeney, 2011). In South Africa, control is vested in neighborhood administration establishments to group regulatory configurations and activates assets to be capable arrangement with the elements of key arrangement execution. The institutional arrangement and authoritative structure is designed for their requirements for the key arrangement usage (Viljoen and Booyesen, 2006).



In Kenya, the National Police Service faces uncommon strain to improve its administrations to the individuals of Kenya. Over the most recent five years, a few changes have been seen in the National Police Service identified with enrollment of staff, pay structure, present day hardware and better working conditions yet the productivity doesn't coordinate the changes. The monitor general of Police anticipates driving cops who are committed, devoted to releasing their obligations, uninhibitedly collaborate among themselves and the general population, know their expert set of accepted rules, hold high honesty levels, and their work is valued by the general public everywhere (Ransley Report, 2009). These techniques are a piece of the police changes and furthermore the altruism of the Kenyan populace. The Kenya Police Strategic Plan (2008 – 2012) has its key needs pretty much equivalent to the past key arrangement of 2003 – 2007 with the expansion of open – private association perspectives and checking and assessment framework. The incorporation of needs of the past key arrangement demonstrates that they were not routed to a palatable degree while consideration of open private institution just as checking shows that these were exercises learnt. The impact of the past vital plans' execution on the association execution of the Kenya Police Service has not been assessed. The key arrangement (2008-2012) has just featured the accomplishments of its forerunner and recognized opportunity to get better without concentrating on the difficulties and shortcomings experienced in its usage.

### **The National Police Service**

The NPS is a creation of the Constitution of Kenya (2010), the NPS Act (2011) and the NPSC Act (2011). The service is responsible in upholding rule of law and order, deterrence and investigation of wrongdoing, taking action on those who break the law as well as conducting regular patrols within the residential and commercial areas to combat crime. The service has had its institution structure realigned to include the inspector general, deputy inspector general; county commanders, sub county commander, station and post commanders. Under the office of both deputy inspector general there are several directors including operations, planning and administration, whose responsibility includes the strategic planning. The greatest challenge that the force has experienced over the years is inadequate training of its officers questioning the effectiveness of implementation process of the newly adopted strategic plan. An assessment of the impact of key arrangement usage on execution is basic given that the Kenya Police Service isn't a benefit making association and its presentation is fundamentally pegged on client loyalty - general society (Kenya Police Service, 2011). The values and expectations of the service should be linked to those that exist in the external environment so that the services can eventually become healthy and viable. The service influences and is influenced by the external environment and so efforts should be made to adapt to the environment.

### **RESEARCH OBJECTIVES**

To investigate the effect of institutional relationships on implementation of strategic plan in the National Police Service in Kenya

### **JUSTIFICATION AND SIGNIFICANCE OF THE STUDY**

The achievement of key arrangement usage depends on such a great amount on company's capacity to viably deal with its interior condition. The interior condition is controllable and reasonable through arranging and comprises of variables, for example, current workers, the executives' frameworks and authoritative culture (Kibera, Munyoki & Njuguna, 2014). Associations must have fitting structures in the event that they are to effectively actualize their procedures (Lumpkin, 2003). The association ought to along these lines select the blend of an authoritative structure and control frameworks



that permitted it to seek after its system adequately. One of the critical factors that can affect implementation of strategic plans is institutional relationships. An assessment of the impact of key arrangement usage on execution is basic given that the NPS is not a benefit making association and its presentation is fundamentally pegged on client loyalty - general society (Kenya Police Service Act, 2011).

This study aids in providing relevant knowledge and information which will help National Police Service as well as government identify the institutional relationships and their effects on the strategic plan implementation in the NPS in Kenya. It will also provide an understanding of the implications of institutional relationships available to the NPS, and the effectiveness of the strategic plan implementation in the National Police Service in Kenya. The findings of this research will equip policymakers with information to develop policies on institutional relationships and implementation of strategic plan. This forms a basis for the management of NPS by developing institutional relationships policies. Policymakers was able to understand the problems that come with implementation of strategic plan hence the study will give the best recommendations on the implementation of strategic plan policies and guidelines. The study will form a reference point for future researchers since the information that was collected will contribute to the understanding of the effect of institutional relationships on the implementation of strategic plan in the NPS in Kenya. It stimulates and forms a basis for study so as to develop an improved understanding of institutional relationships and their effect on the strategic plan implementation at NPS in Kenya. Furthermore, the study will also be of great importance to the general public since it will highlight various institutional bureaucracies and how they impact the implementation of strategic plan in the Service.

## **THEORETICAL REVIEW**

The bureaucratic theory was advanced by Max Weber in 1915. Max Weber believed bureaucracy was the most productive methodology to set up a connotation, institution and relations. Max Weber described administration as an arrangement of institution where, to accomplish productivity, an association's activities for accomplishment of effects are guided by means of set down principles, guidelines, strategies and techniques. It is wherein accentuation is placed on valid affordable administration, facts, functionality and revel in as the requirements for dedication into associations. Positions that are gradually taken care of out are dictated by data, capability, talents and enjoy. Prizes and improvements are granted on advantage. His tension turned into the manner through which to guarantee attachment in social institutions and accomplish set dreams through talent (Thompson, 2005).

As per Weber (1946), institution is in this sense officially that most balanced known methods for completing basic authority over individuals. Administration is portrayed by various standards, standardized methodologies, procedures and essentials, number of work regions, division of work, clear requests and master, for all intents and purposes predictable relationship between proxies. With these discernments, he sets out the basic norms of establishment and underscores the division of work, dynamic framework, and non-exclusive relationship. This hypothesis identifies with this investigation as it shows the significance of having set down guidelines, guidelines, methodology and strategies that are basic in the fruitful usage of any system. The hypothesis shows how through attachment associations can accomplish their set goals through effectiveness.



## EMPIRICAL LITERATURE REVIEW

A few investigations regard organized relations among varied divisions and assorted procedure stages as a plain factor that influences the aftereffect of method execution (Morgan and Chimhanzi, 2005). Separate business method rehearses into three sorts: diggers, isolated defenders and negligible exertion shields. These capabilities rely upon the strategy characterizations introduced overall cost institution, partition and center intrigue (Walker & Ruekert, 2007). Walker and Ruekert (2007) determine that three pieces of the corporate-claim to fame unit association are especially at risk to impact a unit's accomplishment in completing a particular procedure: strength unit self-rule, distribution of tasks and helpful energies across SBUs, similarly as control and prize structures. In addition, reasonable abilities, appropriation of advantages, dynamic participation and effect, between valuable coordination and conflict may have limitlessly different ramifications for the execution of different sorts of frameworks. Chimhanzi (2004) suggests these interdepartmental additives are impacted by senior organization support, joint prize systems, and easygoing compromise.

Chimhanzi (2004) in like way factors out that the advancing and R&D part rests the greatest extensively tested dyad inside the precise putting of the brand-new aspect improvement method. Various associations that are becoming test concept, however to a lesser quantity are part of publicizing, and accounting, account, growing, making plans, fine, and arrangements. Chimhanzi and Morgan (2005) demonstrated that institutions dedicating thoughtfulness regarding the arrangement of showcasing and HR can understand overall more protuberant accomplishments in their process usage. The associations between different method levels furthermore reflect the effect of associations among different cross-progressive levels on framework utilization. The study shows that Correlation is significant at the 0.01 level (2-tailed). In the study, the institutional relationships positively and significantly influence the implementation of strategic plan of National Police Service ( $r=0.411$ ;  $p<0.05$ ). Regression equation shows that institutional relationships contributed 4.2% to implementation of strategic plan of National Police Service respectively. The model shows that the relationship between institutional relationships and implementation of strategic plan of National Police Service was a significant ( $\beta=0.042$ ,  $p\leq 0.05$ )

## RESEARCH METHODOLOGY

Descriptive survey research design was utilized in the study. The design was used because it useful in social science research when one needs aggregate data (Creswell & Creswell, 2017). This enabled the researcher visit the national police offices in Nairobi County and mingle freely with respondents in the research area while administering questionnaires. The design allowed the researcher to assess the subject of study over a wide area at the same time coming up with the quantitative data that can be used to compare how various police facilities are doing in so far as policing strategies and implementation of strategic plan is concerned

Nairobi City is one of the 47 counties in Kenya, as demarcated by the Constitution of Kenya (2010). The third smallest yet the most crowded of the regions; it is coterminous with the city of Nairobi, which is likewise the capital and biggest city of Kenya. The targeted populace is the gathering of individuals an analyst chooses respondents for the examination from. This group of individuals is indispensable in accomplishing the targets of the investigation (Kombo & Tromp, 2006). The targeted populace for this examination comprised of police. The entire targeted populace for the research was 1185 police officers as exemplified in table 1.



**Table 1: Target Population**

Group	Target Population
County Commander	1
Sub County Police Commanders	17
Ward Commanders	85
Other ranks Police officers	1082
<b>Total</b>	<b>1185</b>

Source: National Police Service (2021)

The study focused on police officers within Nairobi City County. The study employed stratified sampling to group the police officers from the different stations from Nairobi County and into the various ranks of the police officers. Simple random sampling was used for selecting the police officers intended for the study. The study employed 10% of the target population as the sample size as Mugenda and Mugenda (2003) recognizes 10% as an adequate sample in research. The sample size was therefore 119 participants as depicted in Table 2.

**Table 2: Sample Size Determination**

Category	Frequency	Procedure	Sample	Percentages
County Commander	1	$1/1185 \times 119$	1	0.80%
Sub County Police Commanders	17	$17/1185 \times 119$	1	0.80%
Ward Commanders	85	$85/1185 \times 119$	9	7.60%
Other ranks Police officers	1082	$1082/1185 \times 119$	108	90.80%
Total	1185		119	100%

Source: Researcher (2020)

The study gathered mostly primary data which was solicited through a survey. Moreover, secondary data collected was necessary to augment the data obtained from primary sources and assist with the interpretation of the data. Focus Groups Discussions (FGDs) was also used in this study. Focus Groups Discussions (FGDs) was used to collect information. The researcher called the officers into a group and probed them on a number of questions related to the study objectives. Secondary data sources were used in order to obtain data that was used to strengthen the data obtained from primary sources. Document review was therefore employed as the main secondary source of data where existing documented information was examined to obtain information that was relevant. If one used secondary sources of data to supplement or complement the work then the researcher needs to change what he/she uses as the research design.

The main tool that was utilized in the survey to gather data was a questionnaire. The questionnaires contained mainly structured (close-ended) and some unstructured (open-ended) questions for follow-up purpose. Questionnaires were used as they are best used when the population is large and dispersed. Questionnaire was developed to capture the research



questions and variables and was overseen on drop and pick method (Debris, 2016). The questionnaire was administered individually by the investigator. Others were drop-and-picked questionnaires. Interviews offer in-depth information which is not likely to obtain using questionnaire (Debris, 2016). The administered questionnaire allowed the researcher to probe the respondents and get information that was vital to the success of the study.

## RESEARCH FINDINGS

Data from questionnaires was examined through the use of descriptive statistics with the aid of SPSS. The study adopted both the quantitative and qualitative methods of data analysis. Quantitatively, data was analyzed utilizing mean, standard deviation, frequency and percentages and the same time using regression and correlation analysis for inferential statistics. This study employed a multiple regression model to determine the association between the independent variables on the dependent variable. The following regression equation was utilized to approximate the association between the study variables;

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

Where: X = the independent variables;  $\beta_0$  = Constant;  $X_1$  = Institutional relationships; Y = the dependent variable (Implementation of strategic plan);  $\beta_1$  = Independent Variable Coefficient;  $\varepsilon$  = Error margin. The data presentation was in form of tables, frequencies and percentages.

## RESEARCH FINDINGS AND DISCUSSIONS

From a sample population of 119 police officers, 96 of them responded duly. This represents an 80.6% response rate. Saleh and Bista (2017) posited that a response rate of at least 75% is appropriate for data analysis. This therefore allowed the analysis to be conducted. From the pilot study conducted, the reliability tests were conducted and the results are as tabulated below in Table 3.

**Table 3: Reliability Results**

Objective	Number of items	Alpha value
Implementation of strategic plan	4	0.781
Institutional relationships	4	0.745

The pilot results indicated that the reliability of the institutional relationships was 0.745 and that the reliability of the implementation of strategic plan of National Police Service was 0.781 using Cronbach's alpha test of reliability.

### Institutional Relationships and Strategic Plan Implementation

The study examined how institutional relationships affected the execution of strategic plans at the NPS. Their feedbacks were as tabulated in Table 4.





**Table 4: Institutional Relationships and Implementation of Strategic Plan**

Statements		SA	A	U	D	SD	Mean	Std Dev
Police officers relate well both as groups and individuals within the national police service.	F	27	41	15	8	5	4.00	1.187
	%	28.1	42.4	15.9	8.6	5		
Police officers are always on duty and the officers always keep vigilance.	F	8	58	15	12	4	3.55	0.969
	%	7.9	60.4	15.2	12.2	4.3		
All the police officers have been empowered to perform and take initiatives as pertains the duties.	F	58	7	14	13	5	3.55	0.764
	%	60.4	6.9	14.2	13.2	5.3		
All police officers are involved in decision making by their superiors.	F	10	48	19	16	2	3.16	0.606
	%	10.8	50.4	20.1	16.5	2.2		

**KEY:**SA: strongly agree; A; Agree; U: Undecided; D: Disagree; SD: Strongly disagree

The study outcomes on the effect of institutional relationships on strategic plan implementation at NPS showed that 68 (70.5%) of the participants agreed that that police officers relate well both as groups and individuals within the national police service (Mean=4.00; SD=1.187) while 13 (13.6%) disagreed. The study further showed that 66 (68.3%) agreed that those police officers are always on duty and the officers always keep vigilance (Mean=3.55; SD=0.969) while 16 (16.5%) disagreed. The study further showed that 65 (67.3%) agreed that all the police officers have been empowered to perform and take initiatives as pertains the duties (Mean=3.55; SD=0.764) while 18 (18.5%) disagreed. Additionally, more than half of the respondents (61.2%) were neutral on whether all police officers are involved in decision making by their superiors (Mean=3.12; SD=0.606) while 18 (18.7%) disagreed.

The study outcomes showed that most of the participants were of the view that police officers relate well both as groups and individuals within the national police service. These results were in agreement with results by Walker and Ruekert (2007) who noted that three pieces of the corporate-claim to fame unit relationship are especially at risk to impact a unit’s accomplishment in completing a particular procedure: strength unit self-rule, sharing tasks and helpful energies across SBUs, similarly as control and prize structures. In addition, reasonable abilities, appropriation of advantages, dynamic participation and effect, between valuable coordination and conflict may have limitlessly different ramifications for the execution of different sorts of frameworks.



### Implementation of Strategic Plan of National Police Service

In seeking to determine the indicators of implementation of strategic plan of National Police Service in Kenya, the study obtained the responses tabulated below in Table 5.

**Table 5: Implementation of Strategic Plan of National Police Service**

Statements		SA	A	U	D	SD	Mean	Std Dev
There is attainment of set goals and objectives in the national police service.	F	44	43	7	5	0	4.52	0.764
	%	45.1	44.2	7.2	5.1	0		
There is clarity of vision and mission in the national police service.	F	42	45	9	3	0	4.49	0.606
	%	43.1	46.2	9.2	3.1	0		
All plans that have been implemented have adhered to the budgetary allocations.	F	53	33	12	0	0	4.52	1.446
	%	53.8	33.8	12.3	0	0		
There is presence of action plans for all strategic plans formulated	F	27	42	13	9	5	3.80	1.047
	%	27.7	43.1	15	9.2	5		
Most police officers are able to deliver their mandates on time	F	30	38	9	14	5	3.79	1.074
	%	30.8	40	9.8	14.4	5		

The study outcomes on indicators of implementation of strategic plan showed that 87 (89.3%) of the participants strongly agreed that set goals and objectives are achieved within NPS (Mean=4.52; SD=4.52) in comparison to 5 (5.1%) who disagreed. Majority of the respondents 87 (89.4%) also agreed that there is clarity of vision and mission in the national police service (Mean=4.49, SD=0.606) while only 3 respondents (3.1%) disagreed. Another 86 respondents or 87.6% agreed that all plans that have been implemented have adhered to the budgetary allocations (Mean=4.52; SD=1.446) in comparison to none who disagreed. Further, the study outcomes showed that 69 (70.8%) agreed that there is presence of action plans for all strategic plans formulated in comparison to 14 (14.2%) who disagreed and lastly, 68 (70.8%) agreed that most police officers are able to deliver their mandates on time in comparison to 19 (19.4%) who disagreed.

### Inferential Statistics

Pearson correlation turned into used to degree the volume of correlation between variables of the examined and to reveal the energy of the linear courting among variables inside the correlation ranges among +1 and - 1, in which  $r > 0.7$  shows a sturdy nice courting,  $r = +0.5$  and under 0.7 suggests a mild relationship and wherein  $r = +0.49$  and underneath indicates a vulnerable courting among examine variables. The correlation analysis results are presented in table 6.



**Table 6: Pearson Correlation Analysis**

		Institutional relationships
Institutional relationships	Pearson Correlation	1
	Sig. (2-tailed)	
Implementation of strategic plan	Pearson Correlation	.411**
	Sig. (2-tailed)	0.000
	N	96

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

The study found that the institutional relationships positively and significantly so influenced the implementation of strategic plan of National Police Service ( $r=0.411$ ;  $p<0.05$ ). This gives the implication that that a unit change in institutional relationships leads to a 41.1% change in implementation of strategic plan of National Police Service. When institutional relationships are positive, implementation of strategic plan is also positive.

**Multiple Regression Model Analysis**

The results from the study were modelled on a regression model which gave the results tabulated below.

**Table 7: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.715 <sup>a</sup>	.586	.324	.77956

The model designated the correlation at 0.715 showing that relationship between the study variables was significant and positive. The  $R^2$  at 0.586 and the adjusted  $R^2 = 0.324$ , shows that 32.4% of changes in the execution of strategic plans can be explained by the changes in the independent variables of the study. This further implies that 58.6% of variation in implementation of strategic plan is accounted for by institutional relationships in the study while 41.4% of the changes can be related by other factors not covered in the current study.



**Table 8: ANOVA Model**

ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	68.267	3	22.756	37.445	.000 <sup>a</sup>
	Residual	88.726	93	.608		
	Total	156.993	96			
a. Predictors: (Constant), Institutional relationships						
b. Dependent Variable: Implementation of strategic plan						

The F-test results (F=37.445, p=0.000<sup>b</sup>) shows that the model is significant which implies that the multiple regression model was fit for the data and hence the independent variable affect implementation of strategic plan of National Police Service. The study outcomes indicate that the model summary predicted implementation of strategic plan of National Police Service expressively well (p≤0.05). This indicated the statistical importance of the regression model that was run and that universal the regression version statistically notably anticipated the implementation of strategic plan of countrywide police service (this is, it become an excellent healthy for the records). The regression model was fitted in the analysis and the results are as tabulated below in Table 9.

**Table 9: Regression Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.386	.391		.987	.325
	Institutional relationships.	.042	.052	.052	.810	.004
Dependent Variable: Implementation of strategic plan						

The results therefore show that the model fits as thus:

$$Y = 0.386 + 0.042X_3$$

$$Y \text{ (Implementation of Strategic Plan)} = 0.386 \text{ (Constant)} + 0.042 \text{ (Institutional relationships)}$$

From the regression equation, institutional relationships contributed 4.2% to implementation of strategic plan of National Police Service respectively. The model shows that the relationship between institutional relationships and implementation of strategic plan of National Police Service was a significant (β=0.042, p≤0.05). The model shows that a unit change in the institutional relationship also causes a positive but not so significant change of 0.042 in the implementation of the strategic plan in NPS.



## CONCLUSIONS

The study further concluded that police officers relate well both as groups and individuals within the national police service. The internal courting additionally topics maximum in how they adopt their jobs. Similarly; this study hooked up that their work-related protection is the foremost setting occupied that positively underwrites closer to task execution inside the countrywide police provider. Unpredictable task as it reasons strain and bad execution of personnel, and exhaustion. Law enforcement officials feel happy and like to work in which there is job security, exact operating situations excellent relations with their leaders who will encompass them in making selections. They may be then capable of perform their jobs with none whine.

## RECOMMENDATIONS

The study further recommends that good job relationship between the station commanders and the junior officers should be maintained. Officials deployed in the stations need to be in a position and serviceable to the community. Leaning, development and promotional courses ought to be provided to selected officials within the county for increased competency degree. The welfare of officers should be safely addressed through the control. There need to be improvement on looking at gender fairness and equality at the same time as recruiting and deploying officers within the county to lessen gender discrimination.

## SUGGESTIONS FOR FUTURE STUDIES

From the findings and conclusion of this study, further studies could be undertaken to ascertain the in-depth remedy to the challenges faced by the NPS in implementing their strategies. Furthermore, the research proposes that further research is carried out to investigate the other variables that contribute to challenges of strategy implementation such as strategic leadership, reward systems among others. Further research should focus on a comparative study of encounters of strategy implementation in public and private security companies are proposed. The study further recommends research on those other institutional relationships influencing implementation of strategic plan in the National Police Service that were not analyzed in this study. This is because National Police Service implementation of strategic plan relates to both external and internal factors.

## AUTHORS CONFLICT OF INTEREST

The author acknowledges all the work cited belonging to other authors and does not have any conflict of interest but recognizes the findings of other authors.

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