

**STRATEGY IMPLEMENTATION PRACTICES AND PERFORMANCE OF  
SELECTED PROBATION AND AFTER CARE SERVICE STATIONS IN THE  
RIFT VALLEY REGION**

**BY**

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## DECLARATION

I declare that this project is my original work and to the best of my knowledge has not been presented for any degree in any other University or for any other award. Finally, no part of this project should be reproduced without prior permission of the author and/or Kenyatta University.

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I confirm that the work presented in this project was carried out by the candidate under my supervision as the appointed University supervisor.

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## **DEDICATION**

This research project is dedicated to my children Lynn and Liam. I also dedicate this work to my husband and other family members for the moral support accorded throughout my studies and moreover for their great inspiration to my life. God bless you all abundantly.

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## **ABBREVIATIONS AND ACRONYMS**

<b>ANOVA</b>	Analysis of Variance
<b>GDC</b>	Geothermal Development Company
<b>GJLOS</b>	Governance Justice Law and Order Sector
<b>ICT</b>	Information and Communication Technology
<b>KSMS</b>	Kenya School of Monetary Studies
<b>NACOSTI</b>	National Commission for Science Technology and Innovation
<b>NPSISS</b>	National Probation Service Information Systems Strategy
<b>OCB</b>	Organizational Citizenship Behaviors
<b>PACS</b>	Probation and After Care Service
<b>ROA</b>	Return on Assets
<b>SDOs</b>	Service and Delivery Organizations
<b>SMEs</b>	Small and Medium Enterprises
<b>SPSS</b>	Statistical Packages for Social Sciences
<b>VIF</b>	Variance Inflation Factors

## OPERATIONAL DEFINITION OF TERMS

<b>Leadership</b>	A process which modifies and transform people through a unique form of influence that moves adherents to achieve more than what is typically anticipated. In this study leadership refers to the process by which probation officers use to influence employees to implement the strategies in place.
<b>Motivation</b>	Giving people incentives that cause them to act in desired ways. It is the process of arousing and sustaining goal-directed behavior. In this study motivation refers to giving incentives to the probation employees as they work towards implementing the strategic goals.
<b>Organization Structure</b>	These are the procedures and administration systems; formal structures of departments and hierarchies which are depicted in the organization chart; technical policies and procedures as well as technical expertise and systems adopted by the probation organizations.
<b>Organizational Culture</b>	The shared beliefs, norms and values within the probation departments. It sets the foundation for strategy. For a strategy within the probation organization to develop and be implemented successfully, it must fully align with the organizational culture.
<b>Organizational Performance</b>	This is the ability of probation organization to acquire and utilize its scarce resources and valuables as expeditiously as possible in the pursuit of its operations goals.
<b>Performance</b>	This refers to the outcome or contribution in reference to the attainment of set goals set. In this study it refers to probation staffs commitment to the attainment of the strategic goals.
<b>Probation</b>	Is a court-ordered period of correctional supervision in the community, and is served as an alternative to incarceration
<b>Strategy</b>	This involves matching the resources available, skills of the organization, the risks involved, and the environmental opportunities with the goals and purposes of the organization.
<b>Strategy Implementation</b>	This is how a strategic plan is translated into actual performance in order to achieve the desired results. This process includes the various management activities required to implement strategy, implement strategic controls to monitor progress, and ultimately achieve organizational goals.
<b>Strategy Implementation Practices</b>	The organization procedures focusing on controls of data sources and yields

## ABSTRACT

The study sought to determine the effect of strategy implementation practices on the performance of selected probationers. The study specifically sought to determine the effect of leadership, organizational culture, organizational structure, and motivation on the performance of state probation officers in Nakuru and Baringo County stations. The research was founded on the Agency theory and the Institutional Theory. The descriptive research design was used in the study to collect information that could be analyzed, patterns extracted, and comparisons made. The study's target population consisted of 56 officers from the state department of probation in both Nakuru and Baringo County. Given the small size of the target population, the researcher used a census technique to include all 56 targeted respondents. The questionnaire was used by the researcher to collect the primary data needed for the study. The instruments' dependability was determined by calculating the Cronbach's coefficient Alpha values. According to the findings, all of the items' Cronbach's Alpha values were greater than 0.7, indicating that the questionnaires used to collect the data were reliable. The data collected was quantitative in nature, and it was analyzed with descriptive and inferential statistics. According to the findings, there is a strong positive and significant relationship between state department of probation leadership and performance in Nakuru and Baringo County stations. The study also concluded that there is a strong positive and significant relationship between organizational culture and performance of the Nakuru and Baringo County stations of the state department of probation. Furthermore, the study concluded that there is a strong, positive, and significant relationship between organizational structure and performance of the Nakuru and Baringo County stations of the state department of probation. Furthermore, the study found a strong, positive, and significant relationship between motivation and performance of state probation officers in Nakuru and Baringo County stations. Based on the conclusion, the researcher recommended that the state department of probation maintain a clear line of communication between the various management levels. This assists firms in increasing productivity, increasing employee loyalty and morale, and making operations run more smoothly. Furthermore, the study recommended that the state probation department take employee motivation seriously in order to facilitate effective job delivery and performance.

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Background of the Study**

Performance is typically explicit and exceptional to an organization, as relying on key strategic decisions determines which performance estimates will mirror the hid exhibition idea (Steers, 2016). Key indicators identified by the firm further influence how usage and performance relate; thus, at the individual and hierarchical levels, the internal estimation frameworks utilized will influence authoritative performance (Levenson, Van der Stede, & Cohen, 2016). The performance perspective states about the outcome of a person's activity conduct, whereas the result perspective states about the activity individual's show to achieve a work. Performance also includes work unequivocal practices, which include key occupation obligations assigned to each worker in order to encourage the use of the strategy.

The performance of state corporations in Pakistan is measured using financial scales as well as non-monetary scales such as employee commitment and efficiency, organizational productivity, employee satisfaction, quality of service, and innovativeness (Al Damoe, 2016). The training and development provided by the state corporation builds capacity, which maximizes the performance of the corporations. Senior managers in Pakistani state corporations must ensure that adequate manpower is available at all times to provide both technical and social competence, as well as the ability to specialize in a department or a specific managerial position. As a result, for organizational performance and manpower efficiency, labor-force development is critical, with the basis being on the premise that employee adequate manpower skills are not provided by formal education (Pleck, 2017).

Most countries in Sub-Saharan Africa have implemented performance management contracts to negotiate employee performance targets. For example, in the spirit of New Public Management (NPM), the Nigerian government implemented performance contracting as a management tool to measures negotiated performance targets (Akaranga, 2015). It was expected that this would improve service delivery, resource utilization efficiency, the elimination of public agencies' reliance on exchequer funding, and instill accountability, thereby improving performance across government

ministries (Akaranga, 2015). According to the World Bank report, (2017), while some state corporations have accomplished all of these goals, others have consistently underperformed. The availability, allocation, and utilization of resources have been highlighted as major contributors to the performance of Nigerian state corporations.

The performance of Kenyan state corporations continues to be critical for the country's micro and macroeconomic development. The Kenyan government acknowledges that poor performance in the public sector, including state corporations, specifically in public resources management, has hampered the long-term economic growth realization (GoK, 2015). This is why the performance of these state corporations has piqued the interest of many stakeholders, including management practitioners, government, and the general public. This is due, in part, to a dwindling resource base and an increasing demand for public services (GoK, 2018). While some Kenyan state corporations have been found to consistently outperform, others have been found to consistently underperform, rely too heavily on the exchequer, and lose viability. Underperformance and great performance in the same measure have been blamed on a lack of resources, an excess of others, poor utilization, and capabilities. According to GoK (2018), some state corporations have a lack of human resources and institutional capacity to attract and retain the skills required to drive performance.

Organizations operate in a highly competitive market. Firms use strategic management to develop and maintain a competitive advantage. Strategic management is critical in any organization's success. All steps in the process must be effectively managed for strategic management to result in superior performance. An organization can be put on the map and its performance boosted by a brilliant strategy. Unfortunately, majority of the businesses are unable to improve performance as they struggle with implementation (Blahová & Knápková, 2017). A primary research goal in the field of strategic management is to explain and often predict performance of an organization. This is because performance enhancement is at the heart of this field (Venkatramann & Ramanujam, 2015). Furthermore, explaining performance variations remains critical for strategic management practitioners and scholars.

### **1.1.1 Organizational Performance**

This refers to both productivity and adequacy in asset utilization, as well as achievement of goals. The proportion of how effectively associations accomplish their

missions through their center systems is referred to as organizational viability. Proficiency is the cost per output unit that depicts the association between the products and ventures created by an action and the assets utilized to deliver them (Wambui, 2013).

Wakaba (2015) contends that performance can be examined within the context of focusing attention on what makes, distinguishes, and imparts the drivers of achievement, bolster authoritative learning, and provides a foundation for appraisal and rewards. Performance can also be evaluated as a component of a company's ability in meeting its objectives and goals by utilizing available resources in a productive and compelling manner (Osoro, 2014). Estimating performance is critical in allowing firms, specific activities' evaluation by specialists and directors, where firms remain in comparison to their competitors, and how firms advance and perform over time (Sabina, 2011). Sabina also observed that the performance of the organizational framework is a mind-boggling communication among seven performance criteria: sufficiency, effectiveness, and nature of items, efficiency and nature of work life, advancement, and productivity.

Kirigo (2018) defines performance as the company's ability to serve and create what the market requires at a specific time, as well as productivity, which means achieving the goals at the lowest possible cost while reaping the greatest potential benefits. Abera (2016) observes that, given the various definitions, the presentation has been conceptualized, operationalized, and estimated in a variety of ways. There are numerous indicators of a firm's performance, including profit, business development, creation level, and deals, to name a few. Nyaga (2016), on the other hand, demonstrates that organizations can assess their presentation using both monetary and non-monetary measures. The monetary measures include profit before expense and turnover, while the non-monetary estimates focus on issues such as client satisfaction and referral rates, delivery time, hold up time, and worker turnover (Osoro, 2017). Amurle (2015), on the other hand, conceptualizes performance as achievement in four areas: learning and development, inward business forms, upper hand, and monetary benefit.

The Kenya Prisons Service (KPS) has put in place measures for ensuring things are done as planned and that organizational performance is improved in an attempted for

strategy implementation achievement. The challenges they face range from the ones within the scope of the organization's mandate to those beyond capacity of the management to address. They have taken some steps to address the issues, including: through the Court Users Committee (CUC), which is comprised of court officials, the probation department, prisons and police, the overcrowding issue has been addressed by the KPS and has developed legislation in ensuring people with six months or less sentence are not imprisoned instead they serve their sentences in the community (Okombo, 2015).

Combs, Crook and Shook (2015) state that organizational performance is measured not just in terms of monetary outcomes as measured by monetary indicators, for example, bookkeeping returns, securities exchange, and development measures, but also in terms of non-monetary indicators, for example, client satisfaction, workforce fulfillment, and social performance. The performance of the probation and after help can be estimated in this investigation using indicators such as operation effectiveness, timely delivery of services, meeting set targets, and recidivism levels.

### **1.1.2 Strategy Implementation Practices**

The process of undertaking the results of planning by operationalizing daily activities for an organization to achieve competitiveness is strategy implementation. It has been defined as the process of converting techniques and plans into activities in order to achieve goals (Pride & Ferrell, 2003). It is the process through which goals, techniques, and approaches are aggressively pursued through projects, budgets, and strategies development (Wheelen & Hunger, 2015). Strategy implementation is a must after their development. The organization will not achieve the desired results unless they are effectively implemented. Empowering others to follow through on all of the tasks required to establish and execute the procedure effectively is included in effective strategy implementation (Thompson & Strickland, 2016). Strategy implementation encompasses all of the activities and decisions required to carry out a key arrangement.

According to Scholes (2014), strategy implementation practices are organizational procedures that focus on data source and yield controls. Data sources are concerned with developing the authoritative capacities required for effective technique performance and establishing a methodology strong spending plan through the

establishment of regulatory emotionally supportive networks by allocating resources to the procedure performance exertion. These assets are both monetary and human in nature, and successful incentive and motivating forces frameworks are devised to assist in human asset the executives while yielding concern palatable outcomes. Direct control exercises necessitate close supervision and checking of the board who have the specialized information and are focused on procedure utilization by keeping up a positive culture in their associations and is intensely dependent on the physical nearness of the executives, they are increasingly powerful for little associations on a single site.

Leadership has been identified as a significant motivator of compelling and effective technique application. According to Bet (2017), leadership is important because its plan for activity and end on the most effective way to push for change will impact the performance procedure and propel it forward. According to Chapman (2014), initiative can be defined as a general string that ensures methodology change occurs by assembling individuals' brains and hearts. System performance is an essential component of the key administration procedure for transforming formulated strategy into activities and results. This guarantee the vital targets, crucial vision of the organization are accomplished as effectively as arranged.

An organization's shared beliefs, standards, and characteristics are included in organizational culture (Aanya, 2018). It establishes the strategy's foundation. A strategy within a company must be completely aligned with the organization's culture in order to be created and implemented effectively. As a result, activities and objectives must be developed within an organization to aid in the development of an organization culture that grasps the culture of the organization over time.

Meyer and Rowan (2016) define organizational structure as "approaches, strategies, and frameworks; formal structures of offices and chains of command as depicted in the organization graph; specialized arrangements and techniques, as well as specialized mastery and frameworks embraced by an organization." technique performance is influenced by an organization structure since it controls a portion of the assets; encourages correspondence and data flow; delegates' obligations and duties; serves to characterize employments and work gatherings, for example, venture groups, divisions, quality circles; and influences the organization's innovation and



culture (Veasey, 2016). According to Manzoor (2016), for a strategy to be successful, the organization must regard individuals as people, engage laborers, provide a strong reward framework, upgrade employments, and create an adaptable work environment.

Jobber & Lee (2014) posit that employee motivation affects productivity, and a dissatisfied workforce is expensive to a firm in terms of a negative impact on colleague morale, frequent absenteeism, increased expenses, excessive staff turnover and lower performance and productivity. It is a fact that regardless of the industry an organization operates in the HR quality is a great determinant of its success (Deci, 2016). Motivation is regarded to among the most crucial factors in strategic implementation and organizational performance issues (McGibbon, 2016). Inspiring professionals, managers as well as executives to strategically think and constantly develop the future vision is the most difficult and critical function (Certo, 2016).

### **1.1.3 Probation and After Care Service**

According to the Ministry of Interior and National Government Coordination (2008), the Probation and After Care Service (PACS) is in charge of facilitating the oversight of criminal justice by preparing social inquiry reports to assist the courts in making decisions about sentencing, bail, and penal release. The department is also in charge of monitoring offenders on community service orders, probation orders, and other orders, re-integration, penal release licenses, and re-settlement of offenders back into the community, victim protection, advancement of rights and welfare, and participation in social crime prevention activities.

The State Department is responsible for administering non-custodial sentencing options through PACS. It is involved in criminal justice administration by writing advisory reports for courts and other penal release organs. PACS also oversee the rehabilitation and reintegration of offenders into the community and provide advice on the administration of justice. It is also responsible for the reintegration and resettlement of ex-offenders, as well as the promotion of social crime prevention and victim support services.

As a service provider, their staff consists of probation officers who write and submit reports to courts and other penal institutions for the administration of justice. They also supervise the release of offenders assigned to them by the courts, as well as the

rehabilitation and reintegration of offenders back into the community, as opposed to custodial sentencing. According to the Probation Service feedback report (2011), the service employs 605 probation officers across the country. Employees play a critical role in crime reduction. As a result, understanding the factors that can impede the quality and efficiency of service delivery in this department is critical for policy formulation.

The Probation and Aftercare Service is actively involved in the revising prisoners' sentences process to help reduce penal population of already overcrowded prisons (David, 2014). PAS's primary goal is to ensure that many prisoners serve their sentences in the community, particularly through the Community Service Orders Program. Community Service Orders are a unique program that aims to benefit both the community and the offender through social work performed by the offender, as well as the offender through reintegration, on-the-job skill transfer, and rehabilitation. A Community Service Order is a court-issued order requiring an offender to perform unpaid community service. It is expected that the exercises will result in the release of inmates from penal facilities, eventually leading to the depopulation of the facilities. In the fiscal year 2014/2015, the Principal Secretary gave an excellent strategic implementation commendation to Probation and Aftercare Service staff. This is based on the 2016 evaluation report of cabinet secretary performance contract.

The probation department will be able to implement the national probation service information systems strategy (NPSISS) network through strategic implementation. Good information systems that play an important role in assisting probation officers to supervise offenders that serve their sentence in the community and assisting them in avoiding crime (Macharia, 2012). The implementation of the strategy will also assist the probation and after services department to develop effective case management systems specifications, reflecting the business requirements and objectives' clear statements and based on the present experience for the new NPS, ensuring leadership continuity for adequate staffing and the IT program.

## **1.2 Statement of the Problem**

The probation and after care service in Kenya are grappling with the problem of repeat offenders. According to the probation service report (2015) between 2010 and 2014, 75% of the 1.3 million convicted prisoners were repeat offenders or recidivists.

Similarly, in July 2015, 55% of the 240,000 inmates were repeat offenders. A study by Onyango (2017) recidivism portends an enormous threat to public safety by way of increased crime and soaring prison populations that push up the cost of prisoners' maintenance beyond what the economy can support. According to UNODC (2018), changes in correctional programs from punitive approaches to behavior change have often been slow and subtle leading to penal facilities becoming training grounds for inmates to become hardened criminals. The probation service feedback report (2018), indicated that, in the year 2016/2017 external evaluation gauging the best ten and last ten government ministries on performance achievement rated the service among others at 2.73 (good lower). Despite the term "good lower", probation and after care service being a service provider was still considered to have performed poorly. The ranking is based on a pre-determined criterion of values with attributes assigned to each value as follows; 1.00-1.49 excellent, 1.50-2.49: very good, 2.50-3.49: good, 3.50-3.59 fair and 3.60-5.00: poor. The ranking at 2.73 positioned the sector with the entire parent ministry of home affairs at position 27 out of 33 ministries. The problem is that this was very low ranking, an indicator that the sector's general performance needed urgent improvement. This is attributed to poor strategy implementation colluding to lack of motivation among the employees and bad governance, (probation service feedback report, 2018).

Several studies on how organizational performance is impacted by strategy implementation practices have been conducted. For example, Zablon (2015) conducted research on strategic change management practices. Karaja (2016) conducted another study on strategy implementation practices and organizational performance. The study's findings revealed that strategy implementation was ineffective and faced challenges such as inadequate commitment from senior management and insufficient communication of the strategy to all employees. However, because the study concentrated on different organizations, there was a gap in probation and after-care services. As a result, the current research on how Nakuru County state department of probation' performance is affected by strategy implementation practices was necessary.

### **1.3 Objectives of the Study**

#### **1.3.1 General Objective**

To determine strategy implementation practices' effect on performance of selected probation and after care service stations in Rift Valley Region.

#### **1.3.2 Specific Objectives**

- i.** To establish the effect of leadership on performance of selected probation and after care service stations in Rift Valley Region.
- ii.** To establish the effect of organization culture on performance of selected probation and after care service stations in Rift Valley Region.
- iii.** To establish the effect of organization structure on performance of selected probation and after care service stations in Rift Valley Region.
- iv.** To establish the effect of motivation on performance of selected probation and after care service stations in Rift Valley Region.

### **1.4 Research Hypothesis**

**H0<sub>1</sub>** : Leadership has no significant effect on performance of selected probation and after care service stations in Rift Valley Region.

**H0<sub>2</sub>** : Organization culture has no significant effect on performance of selected probation and after care service stations in Rift Valley Region.

**H0<sub>3</sub>** : Organization structure has no significant effect on performance of selected probation and after care service stations in Rift Valley Region.

**H0<sub>4</sub>** : Motivation has no significant effect on performance of selected probation and after care service stations in Rift Valley Region.

### **1.5 Study Significance**

The findings raise awareness among government ministry employees in the probation department and also assist stakeholders as decision makers in improving on the current weaknesses in state ministry performance in achieving greater effectiveness and efficiency in the department. Based on the knowledge gained, other businesses can implement similar measures to fully improve their strategic implementation performance and gain a competitive advantage over their competitors.

These findings benefit policymakers and regulators, such as the government ministry's probation department, by assisting in the adjustment of policies pertaining to strategy implementation among Kenya's probation and after care services. These

organizations' management bodies can use the study's findings in aligning their strategy implementation and benchmarking their processes with organizations performing better.

The study provides a foundation for researchers and academicians to understand the impact of strategy implementation practices on department performance. This study's findings also add to existing knowledge and serve as a foundation for future research. The study adds to the existing empirical literature through broadening the conceptualization of how probation department performance is impacted by strategy implementation, focusing on leadership, organizational culture, organizational structure, and motivation.

### **1.6 Limitations of the Study**

Some participants were hesitant to participate because they were concerned that the information, they provided could be used against them or have a negative impact on the organization. To allay their fears, the researcher informed them of the information's confidentiality. The second limitation was the researcher's skepticism and suspicion of the probation officers. Due to the officers' busy schedules, the researcher had difficulty contacting them. To alleviate this situation, the researcher scheduled appointments at the officers' convenience and used a research permit from NACOSTI as well as an introductory letter from Kenyatta University to facilitate the exercise. To mitigate the effects and regulation of Covid 19 pandemic the researcher, the researcher scheduled appointments with the probation officers distributed the questioners which were collected letter after two weeks.

### **1.7 Scope of the Study**

The research looked at how strategy implementation practices impacted the performance of selected probation and aftercare service stations in the Rift Valley Region. The independent variable was leadership, organization culture, organization structure and motivation. The dependent variable was performance of selected probation and aftercare service. The unit of analysis was seven probation stations staffed by officers from the state probation department in both Nakuru and Baringo Counties. The unit of study consisted of 56 employees who worked in the seven probation stations. The research was conducted over a fifteen-month period, from December 2019 to April 2021.

## **1.8 Organization of the Study**

This study is divided into five sections. Chapter one introduces the topic, research problem, study purpose, research objectives, and limitations. The second chapter examines the literature on strategy implementation practices and outcomes. The third chapter presents the research design, sampling, sample size, target population, and data gathering instrument. The chapter also discusses how the research instrument's reliability and validity were determined, and data collection and analysis procedures. Chapter four introduces data analysis in terms of descriptive and inferential statistics. The fifth chapter gives the study summary, conclusion and recommendation of the study.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 Introduction

This chapter includes an introduction, theoretical and empirical literature reviews, a literature review summary and research gaps, and the conceptual framework. Findings of various authors on related studies are discussed in order to shed light on how the Kenyan state department of probation' performance is affected by strategy implementation practices.

#### 2.2 Theoretical Framework

The study was guided by the concept of Agency theory and Institutional Theory

##### 2.2.1 The Agency Theory

The theory was proposed in 1976. According to the theory, the operator follows up in the interest of the head and in order to propel the central's destinations. In an organization, it is a hypothesis clarifying principals-operators' relationship. The operators are commonly the association's pioneers and supervisors at various levels. When the specialist agrees to embark on an endeavor in the interest of the head, they become liable to the head with whom they are bound. As a result, the specialists take care of the principals and their preferences, adjusting them in achieving the company's goals. The hypothesis is also depicted as the primary approach to dealing principals – specialists' relationship in execution the board.

According to Laffont and Martimost (2002), the theory is very crucial in performance of an organization because the implemented strategies affect several other principals. According to the theory, in working towards a common goal, appropriate synergy between the administration and the shareholders is required. For achievement of goals by an organization, an agent should oversee the designed objectives from corporate to operational level (Krueger, 2004). It is because an agent must be tasked to represent other stakeholders at higher levels at each stage of the command chain. A positive work environment inspiring the workers reporting to them should be created by the agent for everybody in all command chains to acts as an agent.

This researcher should create a positive workplace that moves the representatives under them so that everyone at all levels of leadership functions as an operator. Tasks

have cooperative energy, and there is affinity between the head and the specialist, prompting productive and compelling achievement of hierarchical goals (Majone, 2001). As a result, the operator plays an important responsibility of ensuring implementation of planned techniques throughout an institution in achieving the objectives in order to recognize more prominent execution. If the specialist fails to do so, the organization's loss is exacerbated. Organizational misfortune is the one-of-a-kindness caused by a specialist's demonstrations on the best results which is when the operator acts in accordance with the chief's enthusiasm, limiting office misfortune and expanding authoritative execution, while demonstrations of a specialist are when the pioneers act in accordance with their own advantages, expanding office misfortune and causing a decrease in hierarchical execution (Zajac & Westphal, 2004). Authoritarian execution is based on organizational misfortune.

This theory was of relevance as it examined how organizational leaders (specialists) influence procedure usage and organizational performance. Finally, when leaders and managers share basic interests, organizational performance will improve because the specialist recognized and enthusiastically implemented the methodologies spread out by the leader. Therefore the theory helped in explaining the effect of leadership on performance of selected probation and after care service stations in Rift Valley Region.

### **2.2.2 Institutional Theory**

Meyer and Rowan (1977) describe this theory as an approach explaining how a company's structures are impacted by its environment. The reporting structures' complexity influences receipt and passing of information pertinent to strategy implementation. Scott (2001) states that, during strategy implementation, the developed procedures and policies govern flow of information and actions taken.

The theory' concern is how organizational performance is affected by information flow. "Institution" here describes an organization's culture and its procedures and policies. Organizations with more restraining communication environments are outperformed by those with open and supportive communication environments where employees can easily access management (Guohui & Eppler 2011). For effective strategy implementation, communication is an important requirement, according to Lehtimäk and Karintau (2012).



According to Mutisya (2016), during the strategy implementation process, organizational communication is critical in disseminating knowledge. In all strategy implementation aspects, communication is pervasive since it is intricately linked to goal implementation, organizing processes, and organizational context. The developed formal rules set in a firm determine how information flows and what is to be done by employees in the event of a specific occurrence (Amenta, 2005). These organizational structures have an impact on the performance of an organization by raising various stakeholders' expectation during strategy implementation.

The theory was critical for the research as it explained organizational structure' role, particularly communication structure, in determination of performance of an organization. It was discovered that flow of communication in a firm and organizational policies and culture correlated positively. Communication brought together external stakeholders and various sections and departments in harmonizing their ambitions for organizational goals that are common. Chances of deviating from the expected results were reduced by organizations which were capable of coordinating various resources towards implementation of a given strategy through communication. Therefore the theory helped in explaining the effect of organization structure on performance of selected probation and after care service stations in Rift Valley Region.

### **2.3 Empirical Review**

Matekwa and Omuya (2018) conducted a study on the influence of strategic change implementation on employee performance in state department for correctional services in Kenya. The objectives were to determine the impact of vision and strategy, communication, organizational culture and transformative leadership on employee execution. A descriptive survey research design with a target group of 873 respondents. 238 participants were chosen as the sample using a simple random sampling method. The study found that department of correctional services performance and vision and strategy related statistically significant, employee performance and organizational culture related significantly, employee performance and transformative leadership significantly related and employee performance and communication also related significantly. However, the study focused on employee performance while the current study focused on the organization performance of the probation department.

Mwai (2016) conducted research on Kenyan non-governmental organizations' organizational effectiveness was impacted by strategy implementation. The study sought to establish how Kenyan non-governmental organizations' performance was particularly affected by organizational structure, organizational resources, and leadership style. An explanatory and descriptive research design was deployed. A sample size of project managers was drawn from the total population using a simple random sampling technique. According to the study's findings, leadership style influences organizational effectiveness significantly and positively. It was further discovered that organizational structure significantly and positively impacts on organizational effectiveness. The effectiveness of an organization is significantly influenced by its resources. However, the study adopted two research design; an explanatory and descriptive research design as opposed to the .current study which adopted only descriptive research design.

Okombo (2015) studied strategy implementation at the Kenya Prisons Service. The research study specifically sought to determine strategy implementation practices, challenges to strategy implementation, and how to overcome the challenges. A case study design was used. Secondary and primary data were gathered. Based on the study findings, restructuring of Kenya Prison Services' organizational structure was done to take care of the strategic plan requirements, employs a top-down approach is employed in implementation of strategy. It was also revealed that strategy implementation challenges faced by Kenya Prison Services were lack of accountability; a bureaucratic culture; a top-down structure; a weak bottom-up communication system; lack of inclusiveness in decision making; excessive bureaucracy hence delays in fund disbursement; intended strategies taking longer than planned; and financial constraints. Nonetheless, the study adopted a case study design and used both secondary and primary data sources as opposed to the current study which adopted a descriptive research design and gathered only primary data.

### **2.3.1 Effect of Leadership on Organization Performance**

Sofi (2016) oversaw a research on how organizational performance is impacted by leadership. The research looked at six different types of leadership: transactional, transformational, autocratic, bureaucratic, and democratic. The model was tested on 290 respondents from banking division associations in Jammu and Kashmir, including branch heads, official level and ranking staff. Each and every information

examination was completed (SPSS). The investigation's findings revealed that organizational performance was significantly and directly affected by transformational leadership, whereas other leadership styles had an effect that was insignificant. The investigation was conducted in India, which is considered a more developing country than Kenya; thus, the findings may be irrelevant in the Kenyan context.

Abimbola, Omowumi, and Dele (2017) did a research on how private colleges' performance was impacted by leadership styles in Nigeria' Ogun State. The research specifically sought to evaluate how employee performance was impacted by transformational leadership, transactional leadership, and charismatic leadership. Study examine configuration. Because of the disparities in the organizations' qualities, a multi-arrange testing system was used for this investigation. (500) survey duplicates were distributed to scholarly and non-scholarly staff at selected private colleges, with 400 and 35 (435) duplicates completed and returned. According to the findings, only value-based initiative styles have no negative impact on representatives' presentation, whereas appealing and transformational administration styles have positive and significant impacts on workers' presentation. Regardless, the study used a multi-stage testing strategy and had a larger sample size of 500 respondents, as opposed to the current study, which will receive an evaluation system with a smaller sample size of 56 respondents.

Monayo (2016) led an investigation into strategic leadership' role in implementing strategy in a Kenyan geothermal development organization. The focus of examination was explicitly on organizational assets and communication' role in strategy execution. The investigation was guided by a contextual investigation in which data was gathered from key sources via meetings. The respondents came from four key divisions that are fundamental in procedure usage: strategy, research, and the Innovation Division. Following dissection, the information gathered was evaluated for consistency, usefulness, sufficiency, and believability using substance examination. The findings along these lines demonstrated that key authority plays an extremely important role in successful system usage at GDC. For the achievement of the key vision, the key influential position combines responsibility among individuals in the company and makes sure they change and implement procedures explicitly.

Nevertheless, as opposed to this study which is a descriptive survey yielding results from a broader area, the study was purely a case study design

Chege and Mwenda (2015) investigated the impact of leadership on strategic plan implementation in small and medium-sized businesses (SMEs). The investigation explicitly dissected the impact of imperious authority, surveyed the impact of the majority rule initiative, and assessed the impact of free enterprise administration on the execution of critical plans in SMEs. The spellbinding test configuration was used. The study population included 4531 SMEs registered with the Ministry of Industrialization and Enterprise Development. Stratified irregular testing was used to select a sample of 354 SMEs. To collect critical information, a survey included open and closed ended questions were used. SPSS (Version 21) was used in evaluating quantitative data. Results revealed that despotic administration had the greatest impact on the execution of critical plans, trailed by law-based authority and free enterprise. The study recommends that organizations use all three initiative styles to improve the execution of critical plans. The previous study, however, was conducted among SMEs and used stratified random sampling, whereas the current study was conducted in the probation department and used a case study design which ensures that all of the intended respondents have an equal opportunity to participate.

### **2.3.2 Effect of Organization Culture on Organizational Performance**

Maina (2015) investigated impact of organizational culture on business bank execution in Kenya. This investigation explicitly sought to establish a link between hierarchical culture and authoritative execution in Kenyan business banks. The exam was based on a graphic study structure. The target population consisted of 42 representatives from Nairobi County's business banks. Stratified irregular inspecting methods were used to select the investigation test. The investigation used a sample of 120 respondents. The investigation assumed that business banks had an association culture that determined how things were done, that representatives were comparable and held comparable convictions and qualities, that business banks were guided by estimations of consistency, versatility, and compelling correspondence framework, that representatives had a sense of personality that expanded their responsibility to work, and that business banks were guided by estimations of consistency, versatility, and compelling correspondence framework, and that business banks were guided by estimations of consistency, versatility, and compelling correspondence framework.

However, the study was conducted in Kenyan commercial banks, which are profit-oriented organizations, as opposed to the current study, which will be conducted in the probation department, which is a service-oriented organization.

Kamaamia (2014) investigated how Kenya School of Monetary Studies (KSMS) performance is impacted by organizational culture. The examination planned for learning the impact of hierarchical culture on the various characteristics of authoritative exhibition and the extent to which authoritative culture influences client support in particular. The examination included an enthralling overview inquiry about plan. The population in the study was made up of 110 KSMS employees, with a stratified testing method used to select an example size of 80 respondents. This investigation was based on critical information gathered through an electronic survey sent to respondents. The investigation's findings revealed that the mean arranged measures, work situated measures, open framework culture, proficient situated measures, and realistic methodology both had a contribution to the relationship's importance. In any case, the investigation focused on a sample of 110 representatives and used stratified random sampling in selecting 80 respondents sample, whereas the current investigation will target 56 respondents and will use a statistics system to collect information from each of the respondents.

Zhang (2016) conducted an experimental study on how organizational culture and organizational performance at a Chinese polytechnic college related. The investigation focused on the impact of adhocracy culture, showcase culture, faction culture, and chain of command culture on organizational performance. The 125-person sample was drawn from 25 projects. Interview schedule and a questionnaire and were utilized in gathering vital information for the investigation. According to the audit, adhocracy and market culture have a positive impact on monetary execution and market execution, while family culture and pecking order culture have a negative impact on monetary execution and market execution, and adhocracy and market have a stronger impact on authoritative execution. However, because the study was conducted at a Chinese polytechnic university and used a survey sample, in the Kenyan context, the findings may not apply.

Omukanga (2015) directed an investigation at Aon Limited in Nairobi on how employee performance was affected by organizational culture. As a means of

gathering information, the study used a contextual investigation structure and meeting guide. The investigation's findings revealed that the corporate culture, as expressed through fundamental beliefs, influences the presentation of representatives. This was due to the core corporate qualities' proximity broadly shared by association's individuals and consistently conveyed by the association's prompts the workers' urge to keep an association' fundamental beliefs is shown in the overall organizational execution. The study, however, only looked at organizational culture as a component of strategy implementation, leaving out other factors such as leadership, organizational structure, and motivation on organizational performance.

Kamau and Wanyoike (2018) investigated how Nairobi's Mayfair Gambling Club' performance is affected by organizational culture. The specific goals were to determine how corporate culture and authoritative execution impacts the culture of esteems and standards, culture of collaboration, culture of representative, and culture of administration. The investigation used both engaging and logical research structures to clarify the relationship between corporate culture and authoritative execution. Clear measurements were employed to investigate the information and draw conclusions. The investigation included 360 workers at Mayfair Casino as residents. To consider an example of 108 workers, stratified irregular inspecting was used. The study's findings revealed that fulfillment, productivity, and adequacy are critical to Mayfair Casino's authoritative execution. The investigation assumed that corporate culture and authoritative exhibition related strongly and positively. Nonetheless, the research concentrated on the impact of organizational performance on culture of values and norms, culture of teamwork, culture of employees, and culture of leadership. The current research concentrated on how organizational performance was affected by organizational structure, organizational culture, and motivation.

Ahmed and Shafiq (2014) attempted to investigate how organizational culture impacts hierarchical execution: a contextual investigation in the telecom industry. The investigation's specific goal was to investigate the way of life of telecom organizations, as well as the significance of hierarchical culture and authoritative execution. To select an example, basic irregular examining was used. A survey was used to collect information from 22 respondents using quantitative methodology. The findings show that all aspects of life have an impact on the alternative point of view of

authoritative execution. The findings also show that vulnerability evasion is prevalent in these organizations, and jobs and techniques are clearly defined. The findings revealed that these organizations are characterized by high manliness, implying that the leaders are viable, increasingly confident, result oriented, and value the end result. However, the study concentrated on organizational culture as a component of strategy implementation in telecommunications firms. The current study will concentrate on leadership, organizational structure, and motivation as organizational performance components in the probation department.

### **2.3.3 Organization Structure' effect on Organizational Performance**

Chepkoech (2018) investigated how conglomerate performance is affected by project organizational structures. The study specifically wanted to establish how communication affects conglomerate structures, how supervision affects conglomerate structures, how leadership affects conglomerate structures, and whether motivation affects conglomerate structures. The study's population was 123 respondents, but only 94 were considered for the study. In collecting data, questionnaires were used. The analysis revealed that conglomerate structures have a significant impact on conglomerate productivity. However, the previous study was conducted in a profit-oriented company and used random sampling to select respondents, whereas the current study was conducted in a service-oriented organization and included all the targeted respondents as it used a census technique.

Onono (2018) investigated how performance at General Electric Africa was influenced by organizational structure. The investigation focused on the impact of decision-making speed and quality, as well as conglomerate learning and communication frameworks, on hierarchical performance. In this investigation, a descriptive research design was deployed. 290 representatives from Sub Sahara Africa district General Electric's were the target population. The investigation's findings revealed that the hierarchical structure type understood in a company influences speed and exactness of basic leadership and legitimately affected the learning and development culture within the organization, as well as the proficiency of data trade within the organization. Regardless, the previous study concentrated on the impact of the speed and nature of basic leadership and correspondence frameworks, whereas the current study will concentrate entirely on the administration, association culture, association structure, and inspiration on aggregate performance.

Dammen (2016) led an investigation into the effects of organizational structure on workforce trust and job satisfaction specifically assessed the degree of organizational trust, level of occupational fulfillment, and the clear relationship between a person's levels of hierarchical trust. To investigate this relationship, three hypotheses were tested using a review that examined authoritative trust and job fulfillment. Four metrics were used to assess aggregate trust (transparency/trustworthiness, consistent quality, worker concern, and recognizable proof). Four organizations agreed to participate in the examination. Each organization received 25 studies to distribute to faculty. The investigation's findings show that there is a link between a person's level of hierarchical trust and his or her overall occupation fulfillment. The investigation also revealed that there is a critical relationship between the organization's structures and overall levels of trust and job fulfillment. In any case, the previous study focused on the authoritative structure on representative trust and occupation fulfillment, whereas the current study will focus on the initiative, association culture, association structure, and inspiration on aggregate performance.

Siapei (2013) attempted to investigate how Kenyan geothermal development organization is affected by stratagem implementation and organizational structure at a. The investigation's goals were to determine the methodology execution process, to construct the pretended by hierarchical structure in procedure usage, and to determine the difficulties of technique usage at GDC. Questionnaires were used to collect firsthand information. To dissect the information gathered, a content analysis strategy was used. The investigation established that the system usage process was collaboration cutting across all GDC pecking orders levels. In system execution a crucial role is played by organization structure. GDC was discovered to have a naturally hierarchical structure adaptable to allow for changes in technique execution. The difficulties with technique execution were largely outside of GDC's control and arose from the proximity of critical collusion accomplices. A significant limitation of the investigation was that it was a contextual analysis whose recommendations were more focused on the association or GDC rather than other firms in the business. However, the previous study focused on the technique execution process, hierarchical structure, and system usage difficulties, whereas the current study will focus on administration, association culture, and inspiration for association execution.



Kariuki (2015) investigated how Kenyan large manufacturing firms are affected by internal processes and organizational structure. The specific goal was to ascertain the impact of conglomerate structure on internal procedures of Kenyan large manufacturing companies. A cross-sectional approach, with information gathered from 102 large assembling companies. Relapse investigation was used to test the hypothesis that authoritative structure alone using profit for resources (ROA) has no effect on execution. However, a subsequent test utilizing non-budgetary estimates, for example, inward procedures, execution and client view produced a different outcome influencing the execution of large assembling companies. However, the investigation used a cross-sectional review in which information was gathered from 102 large manufacturing firms, whereas the current investigation will concentrate on the expressive study structure and a statistics strategy to join all of the targeted respondents for the investigation.

#### **2.3.4 Effect of Motivation on Organization Performance**

Abdullahi (2016) investigated how Mogadishu al port' organizational performance was impacted by employee motivation. How organizational performance was impacted by participatory management, natural rewards and extraneous rewards was specifically focused. To summarize and analyze the gathered data, a descriptive design was used. Statistical instruments mean, such as central inclinations measures, mean, standard deviation, and relapse analyses, were utilized. Extraneous rewards and administration positively correlated. However, the investigation only focused on how organizational performance was impacted by participatory management, characteristic rewards and extraneous rewards; whereas the current investigation's focus was on how organizational performance is impacted by organizational culture, organizational structure, leadership and motivation.

A research on how organizational viability is impacted by employee motivation was undertaken by Wayaiki (2017). Determine how worker performance was affected by reward programs, recognition and financial incentives and motivational goal-setting was specifically focused on. The investigation used a descriptive research design. A census method was utilized in selecting 50 participants. Despite the fact that employee involvement in goal setting was allowed by the management, achieving them was not difficult, despite them being explicit. The examination also revealed inadequate regular training and advancement for representatives for key aptitudes and

information improvement. Regardless, the investigation focused on how representative performance was impacted by reward programs, recognition, financial impetus, and motivational goal-setting. The current investigation will solely focus on how organizational performance is affected by organizational culture, organizational structure, leadership and motivation.

Nwannebuife (2017) studied the effect of employee motivation on organizational efficiency. The investigation specifically attempted to determine the impact of representative prosperity, worker relationship with managers, and compensation on the degree of adequacy of the laborers. In order to investigate the effects of motivation on organizational profitability levels, the study used survey, a causal and descriptive research design. A sample of 217 participants was chosen from a target group of 475. Primary data was gathered using a self-administered questionnaire. Of the total 217 questionnaires 185 were properly filled and returned. Based on the results participants in the studied institution indicated that extraneous factors were more valued and significant even though natural and external factors were significant efficiency indicators. Regardless, the study used three research designs: a survey, causal and descriptive research design. The ebb and flow study adopted just one research design which will be a descriptive survey design.

Nduro (2017) investigated GT Bank Ghana representatives' performance is affected by motivation. The examination specifically attempted to investigate the concept of motivation and performance, motivational factors, and the degree to which worker motivation and performance related. A non-probability design with the purposive sampling technique was deployed in selecting and sampling the assessment of 150 guaranty trust bank specialists on the issue. SPSS was used to analyze data gathered during the field survey. It was revealed that there is a link between motivation and performance, and aside from the well-known fact that money is the most important motivator for representatives, it was discovered that workers are gradually becoming more particular about trust, regard and exclusive standard, acknowledgment and appreciation, and a great workplace. Nonetheless, the previous study used a non-probability design with a purposive sampling technique to select and sample the assessment of 150 respondents, whereas the current study included all 56 of the targeted participants as it used a descriptive survey design and a census technique.

## 2.4 Summary of the Empirical Literature

**Table 2. 1: Summary of the Empirical Literature and Research Gaps**

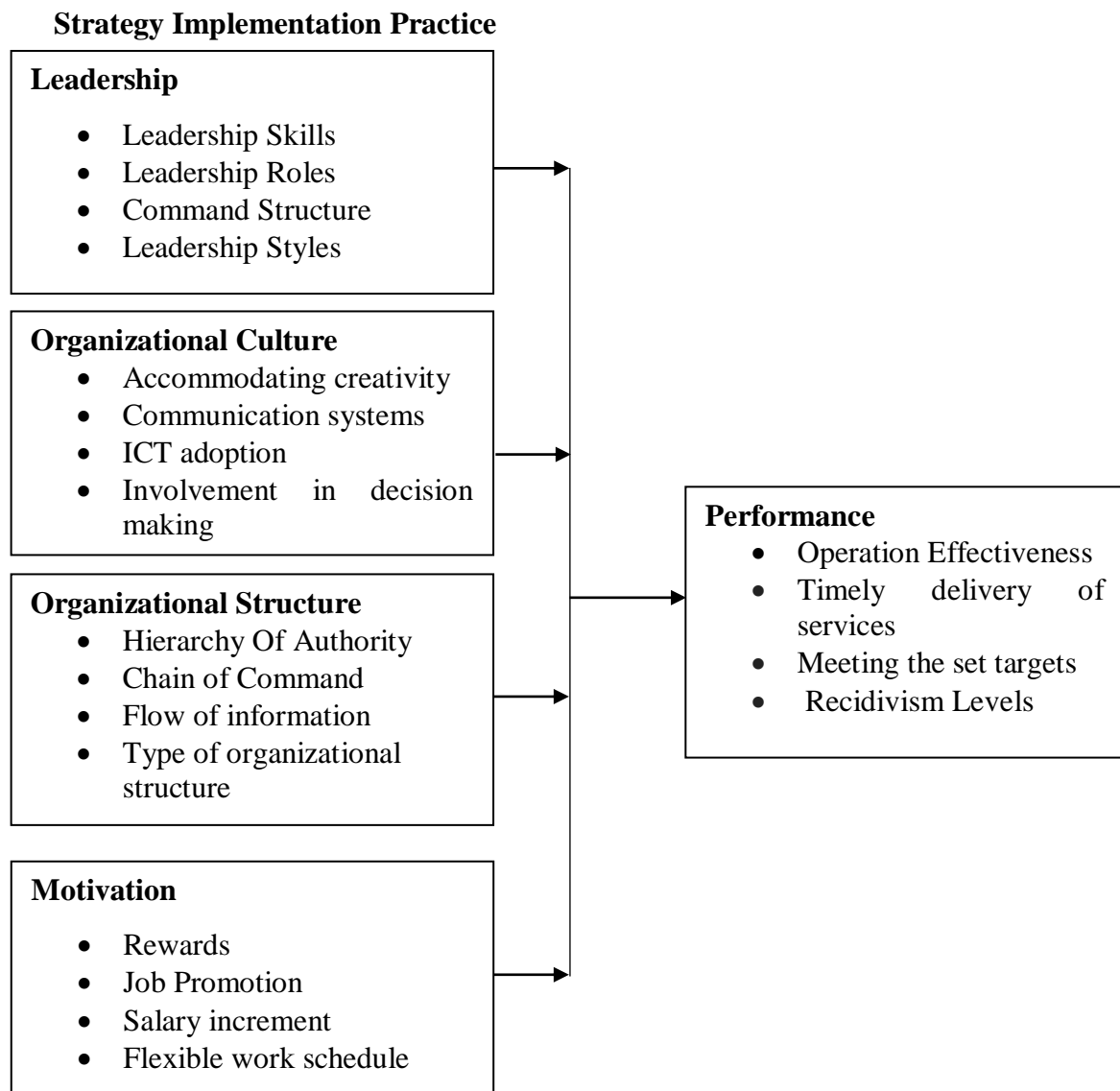
Author(s)	Specific Objectives	Study Findings	Study Gaps	How The current study addresses the Gap
Matekwa & Omuya, (2018) how Kenya's state department of correctional services performance is impacted by strategic change implementation	To determine the impact of vision and strategy, communication, organizational culture and transformative leadership on employee execution	The department of correctional services performance and vision and strategy related statistically significant, employee performance and organizational culture related significantly, employee performance and transformative leadership significantly related and employee performance and communication also related significantly	The study, on the other hand, concentrated on the impact of vision and strategy, communication, organizational culture and transformative leadership on employee execution	The current study will fill those gaps by focusing on the impact of leadership, organizational culture, organizational structure, and motivation on organizational execution
Mwai, (2016) how Kenyan non-governmental organizations' organizational effectiveness was impacted by strategy implementation	How leadership style, organization resources and organization structure affected the performance	Leadership style influences organizational effectiveness significantly and positively. It was further discovered that organizational structure significantly and positively impacts on organizational effectiveness	The study, however, was conducted in a non-governmental organization and was solely based on the impact of leadership style, organizational resources, and organizational structure on performance.	The current study studied how organizational performance is affected by organizational culture, organizational structure, leadership and motivation.
Okombo, (2015) strategy implementation at	Specifically, to determine strategy implementation practices, challenges to	Restructuring of Kenya Prison Services' organizational structure was done to take care of the	However, the study concentrated on strategy implementation practices,	The current study focused solely on the effect of organizational culture,

the Kenya Prisons Service	strategy implementation, and how to overcome the challenges.	strategic plan requirements, employs a top-down approach is employed in implementation of strategy. It was also revealed that strategy implementation challenges faced by Kenya Prison Services were lack of accountability; a bureaucratic culture; a top-down structure; a weak bottom-up communication system; lack of inclusiveness in decision making; excessive bureaucracy hence delays in fund disbursement; intended strategies taking longer than planned; and financial constraints	challenges to strategy implementation, and how to overcome the challenges in Kenyan prisons.	leadership on performance, and structure, as well as motivation on performance of selected probation and after care service stations in the Rift Valley Region.
Kamaamia, (2014) how Kenya School of Monetary Studies (KSMS) performance is impacted by organizational culture	To ascertain how different organizational performance attributes were affected by The organizational culture on the different attributes of organizational performance and the level to which customer service is affected by organizational culture.	The mean arranged measures, work situated measures, open framework culture, proficient situated measures, and realistic methodology both had a contribution to the relationship's importance	Kamaamia's (2014) study targeted a sample of 110 employees and utilized stratified random sampling in selecting an 80 participants sample, whereas the current study will target 56 respondents and will collect data from all respondents using a census technique.	The current study will address the identified gap by focusing specifically on strategy implementation practices and performance of selected probation and after care service stations in Kenya.

## 2.5 Conceptual Framework

**Independent Variable**

**Dependent Variable**



**Figure 2. 1: Conceptual Framework**

**Source: Author (2021)**

## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.1 Introduction

The procedure for undertaking the research presented in this chapter. This chapter describes the research design, target population, sample size and sampling technique, instruments for collecting data, pilot study and procedures for collecting, processing and analyzing data as well as findings presentation.

#### 3.2 Research Design

A research design is a blueprint for undertaking a research with maximum control over factors interfering with the findings' validity (Burns and Grove, 2003). The descriptive research design was employed as it was suitable for collecting data on the effect of strategy implementation practices on the performance of the Rift Valley Region's state department of probation. The descriptive study seeks data that is easy to analyze, extract patterns and make comparisons for clarification and decision-making purpose. For comparison purposes, both qualitative and quantitative data were obtained. Mugenda and Mugenda (2003) recommend using a descriptive research design if the problem area has been defined and the scholar purposes to determine certain facts about that problem.

#### 3.3 Target Population

Citing Kothari, (2004), the term "target population" describes a group of subjects or individuals who share similar characteristics. The study's target population included probation officers from the state department of probation in both Nakuru and Baringo Counties. These officers were drawn from four Nakuru county probation offices, sixteen Nakuru probation stations, twelve Naivasha probation stations, eight Molo probation stations, two Baringo County probation offices, seven Eldama Ravine probation stations, and seven Kabarnet probation stations. As a result, the study's total target group n was 56 respondents. As indicted in the Table 3.1.

**Table 3. 1: Target Population**

<b>Position</b>	<b>Population</b>	<b>Percentages (%)</b>
Nakuru County Probation Office	4	7
Nakuru Probation Station	16	28
Naivasha Probation Station	12	21
Molo Probation Station	8	14
Baringo County Probation Office	2	4
Eldama Ravine Probation Station	7	13
Kabarnet Probation Station	7	13
<b>Total</b>	<b>56</b>	<b>100</b>

**Source: Probation and After Care Service DHRM (2021)**

### **3.4 Sampling Technique and Sample Size**

According to Kull (2013) sampling is the process by which a relatively small number of individual, subjects or events is selected and analyzed in order to find out something about the entire population from which it will be selected. A sample size is the selected number of respondents to represent others in data collection as representation of the whole population. Considering the target population is small the researcher will use census technique to incorporate all the 56 targeted respondents.

### **3.5 Data Collection Procedures**

Data collection began with obtaining an authorization letter from Kenyatta University's Graduate School. To obtain a research permit, the letter was forwarded to NACOSTI. The research permit from NACOSTI was presented to Nakuru County Commissioner for issuance of authority gather information from the Nakuru County probation department. The researcher personally delivered the research questionnaires to the respondents. To increase the response rate, respondents were given two weeks to complete the questionnaires.

### **3.6 Pilot Study**

A pilot study can help determine the suitability of research tools and in administering questionnaires' functional elements. The goal of a pre-test is identifying potential flaws, deficiencies, and challenges in the research process' all aspects. The pre-test was carried out in Kericho County, where six questionnaires were distributed to

probation officers, representing 10% of the population. Pre-tested questionnaires did not make it into the actual exercise.

### 3.6.1 Validity of the Instrument

According to Orodho (2005), this is how well the concept's multiple measures and empirical measures precisely measure the concept. The questionnaire has two validity types: content and face validity. Expert judgment was used in determining the study's content validity of the study was determined, the research instrument were discussed by the researcher with the supervisors. After making the necessary changes, the guidance provided was used to improve the instrument's validity.

### 3.6.2 Instrument Reliability

Gravette & Forzano (2006) say it is a measure of how well an instrument produces consistent outcomes when administered under the same conditions. To determine the instruments' internal consistency, Cronbach's coefficient Alpha was utilized. According to Oso & Onen (2009), the technique was appropriate because it only required one test administration. A reliability coefficient of 0.7 was deemed trustworthy. According to the findings, all the items had a more than 0.7 Cronbach's Alpha, this indicated that the questionnaires used to collect the data were reliable. This concurs with Fraenkel and Wallen (2000) standards that the instrument of study must be used if Cronbach's Alpha coefficient value is 0.70 or higher.

**Table 3. 2: Reliability**

Variable	Number of Items	Cronbach's Alpha
Leadership	6	0.756
Organizational Culture	5	0.725
Organizational Structure	5	0.834
Motivation	5	0.734
Organization Performance	4	0.803

**Source: Research Data (2021)**

According to the findings, all the items had a more than 0.7 Cronbach's Alpha, this indicated that the questionnaires used to collect the data were reliable. This is consistent with Fraenkel and Wallen's (2000) recommendation that the instrument of study be used only if the Cronbach's Alpha coefficient is 0.70 or higher.



### 3.7 Data Analysis and Presentation

The process of organizing, structuring, and deducing meaning from a large amount of information is data analysis (Cooper & Schindler, 2003). The information gathered in this study was quantitative in nature. Following data collection, data cleaning was performed. The data was then coded and entered into the SPSS software application. To describe the characteristics of study variables, descriptive statistics (standard deviation and mean) were computed. To determine the relationships' magnitude between study variables and to test hypothesized relationships at a 95% confidence level, multiple linear regressions and other inferential statistics were employed.

Calculating the slope coefficient ( $\beta$ ) and the constant coefficient values ( $\beta_0$ ) from collected data was possible using multiple linear regression analysis. The overall equation describing independent variables' effect on probation performance was as follows:

The multivariate regression model;

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Where:

Y = Performance of state department of probation

$\beta_0$  = Constant Term;

$\beta_1, \beta_2, \beta_3$  and  $\beta_4$  = Beta coefficients;

$X_1$ = Leadership

$X_2$ = Organizational Culture

$X_3$ = Organizational Structure

$X_4$ =Motivation

$\varepsilon$  = Error Term

### 3.8 Ethical Consideration

This entails obtaining permission from the university's administrators and the selected organizations' management. Participants could opt out of the program at any time without impacting the program negatively or their future participation. As a result, the participants had the right to respond to the questions asked. The researcher assured the employees that all information given would be kept confidential. This had a significant impact on the respondents' response rate. On the research questionnaire, employees were not to provide their names in order to maintain their privacy.

## CHAPTER FOUR

### RESEARCH FINDINGS AND DISCUSSIONS

#### 4.1 Introduction

This chapter highlights and discusses the findings of a data analysis conducted in the field. The analysis focused on the research objectives and used descriptive as well as inferential statistics. Tables were used to present the research findings.

#### 4.2 Response Rate

**Table 4. 1: Response Rate**

<b>Respondents Targeted</b>	<b>No. of Questionnaires Returned</b>	<b>Response Rate (%)</b>
56	50	89

**Source: Research Data (2021)**

According to Fowler (2004), calculation of response rate is done by dividing the number of people who completed questionnaires correctly by those in the sample. As a result, 56 questionnaires were distributed and 50 questionnaires were completed and given back. This amounted to an overall success rate of 89 %. According to Babbie (2015), for analysis, a 60% response rate is good, 50% is adequate and 70% or higher is very good. It indicates that for data analysis, the 89 % response rate was ideal.

#### 4.3 Demographic Characteristics of the Respondents

##### 4.3.1 Gender of the Respondents

Information on respondents' gender was sought and findings displayed in Table 4.2

**Table 4. 2: Gender of the Respondents**

<b>Response</b>	<b>Respondents</b>	<b>%age (%)</b>
Male	29	58
Female	21	42
<b>Total</b>	<b>50</b>	<b>100</b>

**Source: Research Data (2021)**

According to results in table 4.2, males made up (29)58 % of the respondents, while females made up (21)42 %. This implied that the vast majority of respondents were men. Women are still underrepresented in public institutions, according to Elingrud

and Meghan (2019). Because there are fewer women, public institutions are missing out on critical sources of talent. Diverse teams solve difficult problems more effectively. To grow, public institutions need effective and diverse teams at all levels, which mean more women.

#### 4.3.2 Respondents' Age Bracket

Data on respondents' age bracket was sought and findings presented in table 4.3.

**Table 4. 3: Age Bracket of the Respondents**

<b>Age Bracket</b>	<b>Frequency</b>	<b>%age (%)</b>
18-30 Years	10	20
31-40	15	30
41-50	17	34
>50	8	16
<b>Total</b>	<b>50</b>	<b>100</b>

**Source: Research Data (2021)**

According to table 4.3, 20% of those who completed the questionnaire were between the ages of 21 and 30, 30% were between the ages of 31 and 40, 34% were between the ages of 41 and 50, and 16% were over the age of 50. This demonstrates that the participants' majority were between 31 and 40 years. Age is a major factor in employee performance; however, regarding certain job tasks, age and decreased job performance seem to correlate. Certain individuals' ages may have an impact on their job performance, particularly in high-pressure jobs such as the probation department, where large demands are on employees. Employees in the probation department, for example, are frequently engaged in numerous daily tasks while also having key duties, such as meeting project deadlines. For a worker who is older, such a schedule might be a burden as they might not be capable of handling stress.

#### 4.3.3 Highest Level of Education Attained by Respondents.

Data on respondents' education level was sought and findings based on the education attainment displayed in Table 4.4

**Table 4. 4: Respondents' Highest Education Level**

<b>Education Level</b>	<b>Frequency</b>	<b>%age (%)</b>
Secondary	0	0
Certificate	0	0
Undergraduate Degree	30	60
Postgraduate Degree	20	40
<b>Total</b>	<b>50</b>	<b>100</b>

**Source: Research Data (2021)**

According to table 4.4, 60% of respondents had completed their undergraduate education, while 40% had completed their postgraduate degree education level. This demonstrates that the majority had sufficient education to respond to the issue under consideration. Employees with more education tend to have more skills, which affects their performance.

#### **4.3.4 Duration of Service**

Information regarding respondents working duration in their company was sought and findings displayed below.

**Table 4. 5: Service Duration**

<b>Duration of Service</b>	<b>Frequency</b>	<b>%age (%)</b>
< 1 Years	0	0
1-5	9	18
6-10	27	54
> 10 Years	14	28
<b>Total</b>	<b>50</b>	<b>100</b>

**Source: Research Data (2021)**

According to table 4.5, 18% of the participants had worked for the organization for less than 1-5 years, 6-10 years (54%), and more than 10 years had 28%. It meant that majority had been in the organization for 6-10 years. Employee experience are perceptions workers have regarding their work experiences as a result of interactions with the organization. A feeling of being part of something meaningful and special and that their contribution is important in a company is given to workers by a positive employee experience.

#### **4.4 Leadership on Organization Performance**

The study sought to establish how leadership affects state department of probation's performance in Nakuru and Baringo County stations. Table 4.6 displays the study findings

**Table 4. 6: Leadership on Organization Performance**

<b>Leadership</b>	<b>Min</b>	<b>Max</b>	<b>N</b>	<b>Mean</b>	<b>Std</b>
The leadership style determines the performance of state department of probation	1	5	50	4.64	0.876
Interference from the political leadership has been an impediment to the performance of state department of probation	1	5	50	4.82	0.765
Conflict among the leadership has negatively affected the performance of state department of probation	1	5	50	4.46	0.567
Inadequate leadership skills along the administrative ranks has negatively affected the performance of state department of probation	1	5	50	4.17	0.641
Duplication of leadership roles has negatively affected the performance of state department of probation	1	5	50	4.23	0.643
Inadequate command structure that is clear equally is a major challenge in the performance of state department of probation	1	5	50	4.45	0.876

According to table 4.6 above, the majority of respondents agreed with a (mean = 4.64; standard deviation = 0.876) that the leadership style determines the performance of the state department of probation. Furthermore, the majority (mean= 4.82; standard deviation= 0.765) agreed that interference from political leadership has been an impediment to the performance of the state department of probation. Leadership is critical to any organization's development. Without effective leadership, no firm can operate efficiently. In achieving goals of an organization and enhancing productivity, leadership is a management's crucial function.

Furthermore, the majority of respondents (a mean=4.46; standard deviation=0.567) agreed that conflict among the leadership impacted the state department of probation' performance negatively. The respondents in the study also agreed with a (mean=4.17; standard deviation=0.641) that insufficient leadership skills among the administrative ranks has impacted the state department of probation' performance negatively. Furthermore, the majority of respondents (mean=4.23; standard deviation=0.643) agreed that duplication of leadership roles has had a negative impact on the performance of the state department of probation. Furthermore, the majority of respondents (mean=4.4.5 std dev 0.876) agreed that absence of command structure that is clear equally is a major challenge in the performance of state department of probation in the performance of the state department of probation. Leadership is

critical for organizational performance; for example, if leaders can efficiently delegate tasks, they can help increase worker productivity. Good managers can identify various employees' weaknesses and strengths and accordingly delegate duties (Mitra, 2016). Efficient labor division can result in increased work output, which can lead to increased sales and profit. According to Umar and Ogohi (2019), the achievement of organizational goals and objectives is solely dependent on the leadership style used by the organization.

#### 4.5. Organization Culture on Organization Performance

The study sought to determine how state department of probation's performance in Nakuru and Baringo County stations is affected by organization culture. Table 4.7 shows the findings of the study

**Table 4. 7: Organization Culture on Organization Performance**

<b>Organization culture</b>	<b>Min</b>	<b>Max</b>	<b>N</b>	<b>Mean</b>	<b>Std</b>
Accommodating creativity enhance the performance of state department of probation	1	5	50	4.22	0.453
Communication systems are key in the performance of state department of probation	1	5	50	4.46	0.321
Adoption of ICT enhance the performance of state department of probation	1	5	50	4.20	0.432
Involving employee in key decision positively affect the performance of state department of probation	1	5	50	4.02	0.521
The organization create a sense of responsibility among the employee which positively affect the performance of state department of probation	1	5	50	4.26	0.231

**Source: Research Data (2021)**

According to the findings in table 4.7, the majority of participants (mean=4.22; standard deviation=0.453) agreed that accommodating creativity improves the performance of the state department of probation. Furthermore, the majority (std dev= 0.321 mean=4.46) believe that communication systems are critical in the performance of the state department of probation. Furthermore, it was agreed with a (mean= 4.20; standard deviation=0.432) that the use of ICT improves the state probation department's performance. Based on the results, the majority of respondents (mean=4.02; standard deviation=0.521) agreed that involving employees in key

decisions positively affects the performance of the state department of probation. Based on the results, the majority (mean=4.26; standard deviation=0.231) agreed that the organization fosters a sense of responsibility among employees, which improves the performance of the state department of probation.

An organizational culture that is successful brings its people together and keeps them aligned. Various perspectives can come together with a common goal if the culture is clear. In an organization, organizational culture can potentially act as a unifying force. This is especially true for new employees who have considerably thought of the culture type they are going into (Emma, 2015). A variety of organizational processes, performance and employees are significantly impacted by organizational culture. The study also concluded that organizational culture is a significant long-term competitive advantage source in organizations (Bundi, 2014).

#### 4.6 Organization Structure on Organization Performance

The study sought to assess how organization structure affects state department of probation's performance in Nakuru and Baringo County stations. Table 4.8 shows the findings of the study.

**Table 4. 8: Effect of Organization Structure on Organization Performance**

Organization Structure	Min	Max	N	Mean	Std
Effective hierarchy of authority enhances communication along the chain of command and positively affect procurement operations	1	5	50	4.28	0.534
Bureaucracy along the chain of command negatively affect the performance of state department of probation	1	5	50	4.62	0.323
Poor communication along the various department hinders information flow resulting lack of transparency	1	5	50	4.40	0.764
The organization have well defined roles which ensure personal accountability	1	5	50	2.32	0.472
Lack of independence among the department in the organization contribute to lack of accountability	1	5	50	4.42	0.745

**Source: Research Data (2021)**

From Table 4.8 findings, the majority of respondents (mean=4.62; standard deviation=0.534) agreed that an effective hierarchy of authority improves communication along the chain of command and has a positive impact on procurement operations. The study is consistent with Matte (2016), who discovered that effective leadership hierarchy and legal involvement in revenue collection by politicians; legal breaches have a significant impact on the procurement system.

Furthermore, the majority of respondents (a mean= 4.62, standard deviation=0.323) agreed that bureaucracy along the chain of command has a negative impact on the performance of the state department of probation. Furthermore, the majority of respondents (mean=4.40; standard deviation=0.764) agreed that poor communication across departments impedes information flow, resulting in a lack of transparency. The findings are in agreement with (Njiru, 2014), who discovered that commercial state corporations' financial performance is influenced by organizational structure.



Based on the findings, the majority of participants (mean= 2.32; standard deviation= 0.472) agreed that the organization has well-defined roles that ensure personal accountability. According to the findings of the respondents, a (mean=4.42; standard deviation=0.745) lack of independence among the departments in the organization contributes to a lack of accountability.

Organizational structure refers to the formal and informal policies and procedures that businesses use to govern their operations. Employees are given the needed direction in performing best everyday by an organized structure. A higher employee confidence and morale levels in their abilities can be as a result of a higher employee performance level (Osmond 2019). As a result, decisions will be made more quickly. Faster decision making can be facilitated by a combination of an organizational structure and information flow.

Decision making speed and accuracy and growth and learning culture within an organization and the efficiency of information exchange within the organization are affected by the organization's adopted organizational structure (Onono 2018). Furthermore, the study concluded that organizational structure enables one to ensure that organizational human capital is aligned with strategy and vision.

#### 4.7 Motivation on Organization Performance

The research sought to assess how motivation affects state department of probation's performance in Nakuru and Baringo County stations. Table 4.9 shows the findings.

**Table 4.9: Motivation on Organization Performance**

Motivation	Min	Max	N	Mean	Std
Employees receives leave allowances as reward	1	5	50	4.351	0.767
Majority of reward are monetary based	1	5	50	4.345	0.692
The organizes reward to the best performing employees	1	5	50	4.64	0.876
Employee' salaries are increased annually	1	5	50	4.82	0.765
Employees' salaries are paid as at when due	1	5	50	3.89	0.345

**Source: Research Data (2021)**

Based on the results above, the majority of participants (mean=4.351; standard deviation=0.767) agreed that employees receive leave allowances as a reward. Furthermore, the majority of respondents (mean=4.345; standard deviation=0.692) agreed that the majority of rewards are monetary in nature. Respondents' findings indicate that, the organization rewards the best performing employees (a mean= 4.64; standard deviation= 0.876). Finally, the majority of respondents (mean= 4.82; standard deviation= 0.765) agreed that employee salaries are increased annually. Furthermore, the majority of respondents (mean= 3.89; standard deviation= 0.345) agreed that employees' salaries are paid on time. Productivity increment as well as achievement of higher output levels can be resulted by employee motivation. Employees' trust in the organization grows as a result of motivation. Employees feel appreciated and work more enthusiastically, which leads to increased productivity and loyalty (Satyendra, 2019).

#### 4.8 Performance of State Department of Probation

The researcher sought to establish the state department of probation's performance in Nakuru and Baringo County stations. Table 4.10 displays the findings

**Table 4. 10: Performance of State Department of Probation**

<b>Performance of state department of probation</b>	<b>Min</b>	<b>Max</b>	<b>N</b>	<b>Mean</b>	<b>Std</b>
Employees are satisfied by the working conditions	1	5	50	4.177	0.912
The institutions can timely deliver the probation and aftercare services	1	5	50	3.984	1.032
The probation officers reports are availed on time	1	5	50	4.145	0.921
The courts are satisfied by the quality of probation officers reports	1	5	50	4.563	0.608

**Source: Research Data (2021)**

Based on the findings in Table 4.10, (82%) of participants agreed with a (mean=4.177; std dev= 0.912) they were satisfied with the working conditions. The findings further indicated that (80%) of participants were in agreement with a (mean =3.984; std dev=1.032) that the institutions are capable of providing probation and aftercare services on time. The study findings are consistent with the findings of Bakotic and Babic (2013), who discovered that overall job satisfaction between employees working in normal working conditions and those in difficult working conditions did not have any statistically significant difference; compared to employees in in difficult working conditions, those in normal working conditions are more satisfied with working conditions.

Furthermore, (95%) of respondents agreed with a (mean= 4.145; standard deviation=0.921) that probation officers' reports are available on time. Furthermore, the majority (95 %) were in agreement with a (std dev=0.608; mean=4.563) that the quality of probation officers' reports is satisfactory to the courts. Probation departments enable the transfer of what has been determined to contribute to success into the day-to-day use of supervision. (Brittany, 2015)

#### 4.9 Multiple Regression Analysis

To find out how strong the independent and dependent variables' relationship was, a multiple regression analysis was conducted.

##### 4.9.1 Regression Model Summary

A study was conducted to determine R-squared value and findings presented in Table 4.11.

**Table 4. 11: Regression Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.739 <sup>a</sup>	.546	.476	.64723
<b>a. Predictors: (Constant), Organization Structure, Organization Culture, Leadership and Motivation</b>				
<b>b. Dependent Variable: Performance of state department of probation.</b>				

The findings show that the performance of the state department of probation in Nakuru and Baringo County stations is 54.6 % explained by the studied independent variables, whereas 45.4 % is the variation caused by other factors not studied. According to the study, strategic practices create the future's clear picture and encourage employees in effectively achieving the set goals, resulting in improved performance.

##### 4.9.2 Analysis of Variance

The researcher conducted a study to determine whether the Analysis of Variance was used to determine the significance of the regression model. Table 4.12 shows the findings of the study.

**Table 4. 12: ANOVA**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	35.713	3	11.904	20.958	.000 <sup>a</sup>
	Residual	26.695	47	0.568		
	Total	65.408	50			
<b>a. Predictors: (Constant), Organization Structure, Organization Culture, Leadership and Motivation</b>						
<b>b. Dependent Variable: Performance of state department of probation in Nakuru and Baringo County stations.</b>						

ANOVA is used in determining whether or not the dependent variables are affected by independent variables. It also allows you to determine if one independent variables' effect on the dependent variable is consistent across all values of your other independent variable. The F statistic = 20.958 illustrates the statistical significance of the model.

#### 4.10 Multiple Regression Coefficients

To determine the regression coefficients that connect independent to dependent variables, a regression analysis was conducted and findings displayed in Table 4.1

**Table 4. 13: Regression Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.026	.420		4.824	.000
Leadership	.596	.107	.548	5.570	.013
Organization Culture	.233	.081	.245	2.877	.006
Organization Structure	.241	.147	.421	1.640	.022
Motivation	.456	.143	.432	3.189	.013

Dependent Variable: Performance of state department of probation in Nakuru and Baringo County stations

##### 4.10.1 Effect of Leadership's on Organization Performance

The first objective was to investigate how leadership affects selected probation and aftercare service stations' performance in the Rift Valley Region. The research aimed at testing the hypothesis: H01: Leadership has no significant effect on the selected probation and after care service stations' performance in the Rift Valley Region. According to the results, the p-value was 0.013, this is less than the 0.05 level of significance. As a result, the null hypothesis (H01) was rejected and concludes that performance of selected probation and after care service stations in the Rift Valley Region is not significantly affected by leadership. Holding all other independent variables constant, the findings showed that a 0.596 improvement in the performance of selected probation and after care service stations in the Rift Valley Region would be as a result of a unit increment in leadership. The study's findings agree with Kairu's (2014) argument that good leadership aids in organizational team monitoring. A leader who is engaged with his team can gain a variety of insights. Insights could

include a fulfillment issue that is delaying deliveries or an employee who is dealing with a personal issue that is causing a drop in performance.

#### **4.10.2 Effect of Organization Culture on Organization Performance**

The second specific objective was to determine organizational culture affects selected probation and aftercare service stations' performance in the Rift Valley Region. The study aimed to test the hypothesis: H02: Organizational culture does not have significant effect on the performance of selected probation and after care service stations in the Rift Valley Region. According to the results, the p-value was 0.006, it is less than the 0.05 level of significance. As a result, the study rejects the null hypothesis (H02) and a conclusion made that performance of selected probation and after care service stations in the Rift Valley Region is not significantly affected by organizational culture. Holding other independent variables constant, the findings showed that a 0.233 improvement in the performance of selected probation and after care service stations in the Rift Valley Region would be as a result of a unit increment in organizational culture. According to the findings, performance and more particularly, employee performance is directly impacted directly by organizational culture. These issues are addressed by a healthy culture by striking the right balance based on the values of an organization.

#### **4.10.3 Effect of Organization Structure on Organization Performance**

The third specific objective was to ascertain how organizational structure impacts on selected probation and aftercare service stations' performance in the Rift Valley Region. The study tested the hypothesis: H03: Organizational structure has no significant effect on selected probation and after care service stations' performance in the Rift Valley Region. According to the results, the p-value was 0.022, this is less than the 0.05 level of significance. As a result, the null hypothesis (H03) was rejected and conclusion made that performance of selected probation and after care service stations in the Rift Valley Region is significantly affected by organizational structure. Holding all other variables constant, the findings revealed that a 0.241 improvement in the performance of selected probation and after care service stations in the Rift Valley Region would be as a result of a unit increment in organizational structure. The study findings support the findings of Latif and Shooshtarian (2014), who found

that trust dimensions and organizational structure related significantly. In terms of effectiveness dimensions, organic structure has a significant relationship with effectiveness, whereas mechanistic structure has no significant relationship with effectiveness. The study also agrees with Wendy (2013), who discovered that organizational structure promotes faster decision making. There is an improvement in an organization's overall communication if its various teams more effectively communicate.

#### **4.10.4 Effect of Motivation on Organization Performance**

The fourth objective was to determine how motivation affects selected probation and after care service stations' performance in the Rift Valley Region. H04: Motivation has no significant effect on selected probation and after care service stations' performance in the Rift Valley Region, according to the study. According to the results, the p-value was 0.013, this is  $< 0.05$  significance level. As a result, the study rejects the null hypothesis (H03) and conclusion made that selected probation and after care service stations' performance in the Rift Valley Region is not significantly affected by motivation. Holding all other variables constant, the findings showed that a unit increment in motivation leads to a 0.013 improvement in selected probation and after care service stations' performance in the Rift Valley Region. The study agrees with Ajalie (2017), who concluded that employees do not consider the pay and benefits package to be competitive. However, for employees, money is a highly motivating factor, and consideration to increase benefit and monetary package should be done by the management.

The findings indicated that all the predictor variables in the study have a positive relationship with performance of selected probation and after care service stations in Rift Valley Region. Thus,

$$Y = 2.026 + 0.596X_1 + 0.233X_2 + 0.241X_3 + 0.456X_4 \quad \varepsilon$$

According to the intercept ( $\beta_0$ ), the performance value of selected probation and after care service stations in Rift Valley Region will be 2.026 with the three independent variables held constant.

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Introduction

The focus of this section is the summary of major findings of the study; the conclusions and relevant recommendations as well suggested areas for further research.

#### 5.2 Summary

The section outlines the summary of the findings based on the study objectives.

##### 5.2.1 Leadership on Performance of State Department of Probation

The findings revealed that state department of probation leadership and performance in Nakuru and Baringo County stations positively and significantly related ( $r = .641$ ,  $P=0.014$ ). Further leadership conflict has had a negative impact on the performance of the state probation department. Inadequate leadership skills among the administrative ranks have harmed the performance of the state probation department. The team's actions are greatly influenced by leaders who empower and inspire them. Empowering and inspiring employees fosters trust and loyalty, both contribute to a strong, productive corporate culture. The study findings concurred with those of Sofi (2016) who found that organizational performance was significantly and directly affected by transformational leadership, whereas other leadership styles had an effect that was insignificant.

##### 5.2.2 Organization Culture on Performance of State Department of Probation

According to the study's findings, organizational culture and performance of state department of probation stations in Nakuru and Baringo County positively and significantly related ( $r=0.567$ ,  $P=0.018$ ). It was also agreed that the use of ICT would improve the performance of the state probation department. Involving employees in key decisions improves the performance of the state probation department. In the success and well-being of the organization, its employees, and its clients, organizational culture is critical. So it's helpful to spend time considering why your company's culture is the way it is, and why it's important that it stays that way (or changes). The study findings are in tandem with those of Ahmed and Shafiq (2014) who found that organization culture has a significant influence on organizational learning, innovative culture, and organizational performance. Innovative culture and



organizational learning have a significant influence on organizational performance. Moreover, innovative culture and organizational learning significantly mediate between organization culture and organizational performance.

### **5.2.3 Organization Structure on Performance of State Department of Probation**

The findings established that organizational structure and performance of the Nakuru and Baringo County stations of the state department of probation strongly, positively and significantly related ( $r=0.619$ ,  $P=0.023$ ). Furthermore, according to the study, poor communication between departments impedes information flow, resulting in a lack of transparency. Organizational structures can either inhibit or promote performance based how productivity is influenced by effective supervisory workflow and relationships. Managers' periodic reviews and goal-setting activities in the hierarchy of reporting are part of performance management. Performance management strategies may fail to achieve their desired goal of improving product and service quality for end-user customers if defined policies and procedures are not consistently enforced throughout the organization. The study findings conquer with those of Chepkoech (2018) who found that organization structures have a significant impact on organization performance. Dammen (2016) also found that there is a link between a person's level of hierarchical trust and his or her overall occupation fulfillment. The investigation also revealed that there is a critical relationship between the organization's structures and overall levels of trust and job fulfillment.

### **5.2.4 Motivation on Performance of State Department of Probation**

The study found that motivation and performance of state probation officers in Nakuru and Baringo County stations strongly, positively and significantly related ( $r=0.545^*$ ,  $P=0.034$ ). Employees' salaries are raised on an annual basis. When employees are positively motivated and rewarded, their viability and productivity improve, resulting in increased organizational performance. A well-compensated employee is a performing employee; additionally, the work environment significantly impacts employee performance. It is critical to motivate employees on a regular basis in order to keep them in the organization. A positive work environment and adequate training are essential. Employees should be given timely benefits and rewards to encourage them to contribute to the organization's growth and progress. The study findings are in line with the findings of Nduro, (2017) which found that there is a link between motivation and performance, and aside from the well-known fact that money

is the most important motivator for representatives, it was discovered that workers are gradually becoming more particular about trust, regard and exclusive standard, acknowledgment and appreciation, and a great workplace.

### **5.3 Conclusions**

The study drew conclusions in respect of leadership, organization culture, organization structure and motivation on performance of state department of probation in Nakuru and Baringo County stations

#### **5.3.1 Leadership and Performance of State Department of Probation**

In terms of leadership and the performance of the state department of probation, the researcher concluded that duplication of leadership roles has harmed the department's performance. Based on the results, it was concluded that leadership style influences the state probation department's performance. It was also clear that interference from the political leadership had hampered the state probation department's performance. Further a conclusion was drawn that absence of command structure that is clear equally is a major challenge in the performance of state department of probation performance of the state probation department.

#### **5.3.2 Organization Culture and Performance of State Department of Probation**

The study concluded that involving employees in key decisions improves the state probation department's performance. It was concluded that the organization instills a sense of responsibility in its employees, which improves the performance of the state probation department. Involving employees in key decisions improves the state probation department's performance. Furthermore, accommodating creativity improves the performance of the state probation department. The study also concluded that communication systems are critical in the performance of the state probation department.

#### **5.3.3 Organization Structure on Performance of State Department of Probation**

Concerning how organizational structure affected the state probation department's performance, the researcher concluded that poor communication between departments impedes information flow, resulting in a lack of transparency. According to the findings, the organization has well-defined roles that ensure personal accountability. Furthermore, the study concluded that a lack of independence among departments within an organization contributes to a lack of accountability. The study also

concluded that an effective hierarchy of authority improves communication along the chain of command and has a positive impact on procurement operations. It was also concluded that bureaucracy along the chain of command negatively affect the performance of state department of probation.

#### **5.3.4 Motivation on Performance of State Department of Probation**

Concerning the effect of motivation on performance of the state probation department, the researcher concluded that employees are rewarded with leave allowances. The findings also concluded that the vast majority of rewards are monetary in nature. Furthermore, the study concluded that the best performing employees should be rewarded. According to the findings, an employee receives leave allowances as a reward. It was also clear that the majority of the rewards are monetary in nature. The study also concluded that the organization should reward its top performers.

#### **5.4 Recommendations**

Based on the results, the study recommended that leaders of state department of probation should develop and follow their vision which will help them navigate through their future performance projections, prepare for changes and innovation, forecast the need for changes in the demand of customers and boost employee efficiency and productivity. This is because an effective vision that is anchored on clarity and brevity, future orientation, stability and abstractness improves the understanding and acceptability amongst employees and thus increasing the attitude to work which enhances effective implementation of the strategy.

The researcher also recommended that the state department of probation maintain a clear line of communication between the various management levels. This will assist firms in increasing productivity, increasing employee loyalty and morale, making operations run more smoothly, and, as a result, increasing customer satisfaction. Proper communication aids in the detection of risks during strategy implementation.

Furthermore, the study recommended that the state probation department take employee motivation seriously in order to facilitate effective job delivery and performance. Management should make significant efforts to motivate employees to improve their performance. According to the researcher, management should place a high priority on employee motivation.

### **5.5 Suggestions for Further Research**

Further studies should be undertaken to assess strategy implementation practices on performance of other public institutions such as the Judiciary

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**LIST OF APPENDICES**

**APPENDIX I: INTRODUCTION LETTER**

I am a Masters student at Kenyatta University, Currently doing a study titled: **“STRATEGY IMPLEMENTATION PRACTICES ON PERFORMANCE OF PROBATION AND AFTER CARE SERVICE IN NAKURU AND BARINGO COUNTY.”** You are requested to respond to the questionnaire to the best of your knowledge. Utmost confidentiality of the provided information is assured and will be purely for academic purpose.

Thank you

Yours faithfully,

Name .....

Sign.....



## APPENDIX II: RESEARCH QUESTIONNAIRE

### INSTRUCTIONS

Respond by simply tick where necessary or filling provided spaces.

Note: For questions that need you agreement level, use (5 = strongly agree; 4 = agree; 3 = not sure; 2 = disagree; 1 = strongly disagree)

### Section A: Background Information

1. Gender

Female [ ]

Male [ ]

2. Age bracket

50 Years and above [ ]

41-50 years [ ]

31-40 years [ ]

18-30 years [ ]

3. Highest education level

Secondary [ ]

Under graduate [ ]

Post graduate [ ]

4. The duration you have been working with state department of probation

More than 10 years [ ]

6-10 years [ ]

1 - 5 years [ ]

Less than 1 year [ ]

5. The duration you have worked with the current institution?

More than 10 years [ ]

6-10 years [ ]

1 - 5 years [ ]

Less than 1 year [ ]

**Section B: LEADERSHIP**

6. Indicate your agreement level with the following statements concerning leadership’s effects on state department of probation’ performance.

	5	4	3	2	1
The leadership style determines the performance of state department of probation					
Interference from the political leadership has been an impediment to the performance of state department of probation					
Conflict among the leadership has negatively affected the performance of state department of probation					
Inadequate leadership skills along the administrative ranks has negatively affected the performance of state department of probation					
Duplication of leadership roles has negatively affected the performance of state department of probation					
Absence of command structure that is clear equally is a major challenge in the performance of state department of probation					

**Section C: ORGANIZATION CULTURE**

7. Indicate your agreement level with the following statements concerning organizational culture’s effects on state department of probation’ performance in

	5	4	3	2	1
Accommodating creativity enhance the performance of state department of probation					
Communication systems are key in the performance of state department of probation					
Adoption of ICT enhance the performance of state department of probation					
Involving employee in key decision positively affect the performance of state department of probation					
The organization create a sense of responsibility among the employee which positively affect the performance of state department of probation					

**SECTION D: ORGANIZATION STRUCTURE**

8. Indicate your agreement level with the following statements concerning the effect of organizational structure on state department of probation’ performance

	5	4	3	2	1
Effective hierarchy of authority enhances communication along the chain of command and positively affect procurement operations					
Bureaucracy along the chain of command negatively affect the performance of state department of probation					
Poor communication along the various department hinders information flow resulting lack of transparency					
The organization have well defined roles which ensure personal accountability					
Lack of independence among the department in the organization contribute to lack of accountability					

**SECTION E: MOTIVATION**

9. Indicate your agreement level with the following statements concerning motivation’ effect on state department of probation’ performance in Nakuru County.

	5	4	3	2	1
Employees receives leave allowances as reward					
Majority of reward are monetary based					
The organizes reward to the best performing employees					
Employee’ salaries are increased annually					
Employees’ salaries are paid as at when due					

**SECTION F: ORGANIZATION PERFORMANCE**

10. Indicate your agreement level on these statements concerning the state department of probation' performance in Nakuru County.

	5	4	3	2	1
Employees are satisfied by the working conditions					
The institutions can timely deliver the probation and aftercare services					
The probation officers reports are availed on time					
The courts are satisfied by the quality of probation officers reports					