

**STRATEGY IMPLEMENTATION PRACTICES ON PERFORMANCE OF
HUDUMA CENTRES IN NAIROBI CITY COUNTY, KENYA**

BETTY KARIITHI

**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER
OF BUSINESS ADMINISTRATION (STRATEGIC MANAGEMENT) SCHOOL
OF BUSINESS, KENYATTA UNIVERSITY**

NOVEMBER, 2018

DECLARATION

This research project is my original work and has not been presented for a degree in any other University. No part of this research project should be reproduced without authority from the author or/ and Kenyatta University

Signature _____ **Date** _____

BETTY KARIITHI

D53/EMB/PT/25582/14

I confirm that the work in this research project was done by the candidate under my supervision as the University Supervisor

Signature _____ **Date** _____

DR. MARY RAGUI

Lecturer

School of Business, Department of Business Administration

Kenyatta University

DEDICATION

This research project is dedicated my family and friends for their moral support during the draft of this research project. I sincerely appreciate their support and prayers that led to the completion of this research project within the stipulated timeframe.

ACKNOWLEDGEMENT

I thank God for his grace, provision and seeing me through the research project. My special gratitude goes to my supervisor Dr. Mary Ragui her effort and initiative of guided me through the whole process. I would like to acknowledge all the MBA students, colleagues, friends and my family especially for their moral and material support for the completion of this research project.

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ABBREVIATIONS AND ACRONYMS

CEO	Chief Executive Officer
GoK	Government of Kenya
GPO	General Postal Office
ICT	Information Communication Technology
KIPPRA	Kenya Institute for Public Policy Research and Analysis
SMART	Specific, Measurable, Attainable, Realistic, and Time bound.
SPSS	Statistical Package of Social Sciences
UK	United Kingdom

OPERATIONAL DEFINITION OF TERMS

Communication	Involves the ability of employees to exchange information and ideas during the implementation of strategic initiatives.
Employee Training	Is a process of empowering workers with relevant skills and knowledge to perform their duties well. It entails long term investment in employee welfare to achieve organizational goals more efficiently and effectively.
Huduma Centres	Service Centers that are integrated to Government databases.
Leadership	It involves approaches adopted by managers to influence employee behaviors to achieve organizational objectives with minimal resistance.
Performance	refers to the effectiveness of the organization in fulfilling its set goals.
Strategy implementation Practice	refers to initiatives that can be put in place by organizational leaders to influence employees translate formulated policies/plans/decisions into action to achieve organizational goals

ABSTRACT

With the influence of internal and external factors, Huduma (Service) Centres operating in Kenya have continued to experience deteriorating performance due to issues of strategy implementation. Formulation of good strategies is not a reflection that implementation will take place. Effective implementations of strategy give organizations a competitive edge in the local and global business environments. Successful strategy implementation has been correlated with organizational performance. The aim of this study was to determine strategy implementation practices on the performance of Huduma (Service) Centres in Kenya. The objectives of the study were to: establish the effect of employee training, leadership and communication on performance of Huduma (Service) Centres in Kenya. The study adopted descriptive and exploratory research designs. Theories that were adopted to inform the study included resource based theory, human capital theory and Ricky Griffins theory. The study adopted a census approach during data collection where information was collected from all (130) employees working in 5 Huduma Centres operating in Nairobi City County, Kenya which included; GPO Huduma Centre, Makadara Huduma Centre, Kibera Huduma Centre, Eastleigh Huduma Centre and City Square Huduma Centre. Primary data was collected using questionnaires. Data collected was analyzed using descriptive and inferential statistics. Regression analysis was conducted at 95% confidence level and 5% significance level. Before conducting regression analysis diagnostic tests which include normality, linearity, homogeneity and multicollinearity were conducted to confirm fitness of the model. Data analysed was presented in form of tables and figures. The study revealed there exists a positive significant relationship between employee training, leadership, communication and performance of Huduma Centres despite a few challenges. The study concludes that unless Huduma Centres top management should review employee training policies, engage leaders with relevant knowledge improving performance would a challenging task. To improve communication, top leaders should adopt decentralized structures which facilitates top down and upward communication among workers. The study recommends that top management of Huduma Centres should seek to equip their employee with relevant training on strategy implementation, enhance a culture that promotes employees to leadership positions based on performance and replace centralized structures with decentralized structures to facilitate communication among all stakeholders during strategy implementation.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Improving organizational performance in today's competitive business environment is thought to be a function of effective strategy implementation. Even though there exist differences from one organization to another on the link between strategy implementation practices and performance, Abdalkrim (2013) describes organizational performance as the ability of the organization to achieve its short term and long term objectives more effectively and efficiently. With increased competition, change of consumer demands, influence of technology and globalization, organizations are rethinking on strategy implementation practices in order to improve performance (Efendioglu & Karabulut, 2010). Aldehayyat and Khattab (2013) suggest that effective strategy implementation is thought to be a function of organizational performance from context to context.

Rajasekar (2014) affirms that firms that adopt appropriate internal practices are likely to have a competitive edge against their competitors in the dynamic business environment. Transforming strategic intentions into actions is the only approach firms can realize their short and long term goals. Organizations without a clear strategy in the changing business environment are likely to perform poorly due to lack of a strategic roadmap (Onyango, 2012). Lakein (2005) assert that failing to plan is planning to fail. Organizations that do not reflect the past, the present and the future are always are likely to fail in the competitive business environment (Mbaka & Mugambi, 2014).

The concept of strategy implementation has continued to evolve in competitive organization (Daft, 2010). A number of factors that have been pointed out by acknowledged scholars like Thompson, Gamble and Strickland (2012) which determine strategy implementation in an organization are employee development, leadership and structure. Development of employee skills and knowledge through trainings can promote creativity and the flexibility of implementation new policies or plans formulated. Delegation and job appraisal among workers can enable the organization identify key competencies among workers that can lead to strategy implementation thus firm performance (Efendioglu & Karabulut, 2010).

Hrebiniak (2005) argues that leadership and strategy implementation are directly correlated in organization context. Visionary leaders are always keen on creating a platform that will promote team spirit in an organization thus strategy implementation (Konzi, 2012). The ability of leaders to formulate policies that will promote synergy among workers and drive them to work towards organization goals is the fundamental aspect of any successful organization. In addition, organizations that continuously review their operational structures are more likely to enhance efficiency and effectiveness in service delivery. Organizations with organic structures are more likely to implement strategies more effectively compared to organizations with mechanistic structures (Kinyanjui & Juma, 2014).

1.1.1 Strategy Implementation Practices

Strategy implementation thought to be a practice of translating formulated policies or decisions into action (Kinyanjui & Juma, 2014). In the changing business environment, strategy formulation is not a challenge but implementation of strategies formulated (Daft, 2010). Implementing strategy means mobilizing employees and managers to put formulated strategies into action (Thompson, Peteraf, Gamble, & Strickland, 2012). Often considered to be the most difficult stage in strategic management, strategy implementation requires personal discipline, commitment, and sacrifice. Successful strategy implementation hinges upon managers' ability to motivate employees, which is more an art than a science. Strategies formulated but not implemented serve no useful purpose (Kinyanjui & Juma, 2014).

Konzi (2012) suggests that strategy operationalization is one of the critical processes during strategy implementation in large and small organizations. Transforming formulated strategies to actual plans determines the success of strategy implementation process. Thompson *et al.* (2012) suggest that strategy institutionalization promotes synergy of implementing strategies formulated in the organization. Without strategy institutionalization, organizations will automatically face challenges during strategy implementation.

Strategy implementation practices that are considered by this study to influence organizational performance include employee training, leadership and communication. Equipping employees with relevant knowledge and skills will enhance individual performance at the workplace in terms of decisions formulated, creativity and innovation spirit and ability to adapt to new changes (Makori, 2014). Expecting

employees without adequate knowledge to actualize strategies formulated can be an uphill task due to environmental dynamics (Mulemi, 2014). Organizations with well trained workers are likely to execute strategies formulated with minimal difficult and resistance and vice versa. Untrained workers are likely to avoid responsibilities during strategy implementation compared to knowledgeable, skilled and experienced workers (Lehner, 2015).

Leadership is an art of influencing employees of an organization to achieve common goals with minimal resistance (Khan, 2011). Effective leaders should formulate policies or strategies and ensure that they create maximum awareness among the key (Efendioglu & Karabulut, 2010). Stakeholders for implementation to take place with minimal resistance Institutionalization and conceptualization of organizational vision and mission is determined by top leadership. Visionary leaders are always keen on the present and future direction of the organization (Hrebiniak, 2006).

Communication in any organization is seen to be facilitated by decentralized structures as compared to centralized structures that are rigid and do not support strategy implementation (Jehad, Aldehayyat & Naseem, 2012). Jofre (2011) argues that majority of the strategies formulated in organizations are not implemented due to communication barriers. Feedback on the progress is key to any successful strategy in small and large organizations (Abok, 2013). Without effective communication, strategy implementation process may experience internal and external challenges due to lack of information from relevant stakeholders (Gakii, 2010).

1.1.2 Organizational Performance

Daft (2010) suggests that organizational performance is the ability of an organization to utilize its resources to achieve organizational goals in effective and efficient way. Performance is conceptualized as the extent to which an organization can utilize inputs to maximize outputs (Aldehayyat, & Al Khattab, 2013). Organization performance can be measured using financial metrics such as profits and costs while non-financial metrics can include employee satisfaction, customer satisfaction and innovations (Aldehayyat, 2011).

Norton and Kaplan (2010) assert that performance management is commonly used today to describe a range of managerial activities designed to monitor, measure and adjust aspects of individual and organizational performance through management controls of various types. Performance management integrates the management of organizational performance with the management of individual performance.

Organizational performance perspectives suggested by Norton and Kaplan (2010) include; financial perspective which entails measuring whether the organization is generating profits from its core businesses; customer perspective which entails customer satisfaction from goods and services; internal business processes which involves continuous improvement of services using modern technology and finally innovation and learning, that entails ability of organizations to develop new products and services thus team learning and co-partnerships in the industry.

Abok (2013) acknowledge that achieving performance goals in any system, the efficiency and effectiveness of the system are key aspects that need to give first

priority. Selected indicators of measuring performance adopted by this study involves: customer satisfaction, change implementation, efficiency and effectiveness of service delivery.

1.1.3 Service (Huduma) Centres in Kenya

Huduma Kenya is a programme by the Government of Kenya that was established in 2013. The major objective of establishing the centers was to transform Public Service Delivery by providing citizens' access to various Public Services and information from One Stop Shop citizen service centres called Huduma Centres and through integrated technology platforms. Huduma Centres Kenya provides Efficient Government Services at the Convenience of the citizen.

This means that Kenyans will be able to get birth certificates, national identity cards, passports, registration of business names, and applications for marriage certificates, drivers' licences, police abstracts and many other services in one place. Others are introduction of m-Huduma platform to offer M-Government services to citizens from their mobile phones and a Huduma call centre to provide customer service using a single dialing prefix (GoK, 2016).

Through the Huduma Kenya platform, the government aims at enabling citizens to access integrated public services via their phones, computers and personal digital assistants (PDA). The new portal is also expected to enhance service delivery and eradicate graft loopholes. Tenders and vacancies in the public service will also be accessible on the platform. Users will also be able to directly post their comments and complaints regarding government services (GoK, 2016).

Both local and foreign investments have been hindered or slowed down by the cumbersome bureaucratic requirements from different government agencies before licenses or approvals were obtained. To many Kenyans, obtaining even some of the most basic and simple services such as national identification card or a trading license for a small business had become impossible and often led to frustrations (GoK, 2015). However, implementation of initiatives spelt out in the strategic plan of Huduma Centers has remained an uphill task due to challenges from internal and external business environment, despite the efforts of the Government to implement the initiatives.

1.2 Statement of the Problem

In the world of stiff competition, change of regulations and changing consumer needs and wants, performance of the majority of the organizations has become an issue of concern from various stakeholders such as shareholders, investors and organization managers (Aldehayyat & Khattab, 2013). Public organizations in Kenya and more specifically Huduma Centre are experiencing challenging of maintaining customer quality services (KPMG, 2016). Issues of delayed services, delivery of services using modern technologies, employee motivation and corporate governance are among the factors that have contributed to deteriorating performance of Huduma Centres thus the need of conducting this study.

Despite the fact that many organizations in developed and developing countries and more specifically in Kenya are striving to perform, it is noted that issues of strategy implementation have continued to be uncertain in the Kenyan public sector. A survey conducted by KPMG (2016) on performance of State Corporations in Kenya revealed

that majority (79%) of the State owned Corporation were experiencing challenges of deteriorating performance due to issues of strategy implementation.

Extensive studies which have been conducted internationally and locally reveals that there is a correlation between strategy implementation practices and performance of organization (Abdalkrim, 2013; Efendioglu & Karabulut, 2010; Jehad, Aldehayyat & Naseem, 2012 & Konzi, 2012). Similarly, local studies conducted by (Mbaka & Mugambi, 2014; Odhiambo, 2006; Omboi & Mucai, 2011; Odongo, Owuor 2015 & Onyango (2012) also acknowledge that despite benefits associated to effective strategy implementation such as increased profits, customer satisfaction, diversification, employee morale, efficiency and effectiveness in service delivery, many organization public and private organizations are underperforming due to issues of strategy implementation practices.

Even though numerous studies have conducted locally concerning the effect of strategy implementation practices and organization performance, it is noted that little attention has been paid by previous researchers in this area thus inconclusive findings resulting to conceptual and contextual gaps. For instance, a study by Abdalkrim (2013) was confined to strategic planning activities on private sector organizations performance in Sudan. A study by Efendioglu & Karabulut (2010) was limited to financial performance of companies in Turkey. A study by Konzi, 2012) sought to examine strategic plan implementation and performance of manufacturing firms in Tanzania.

Further, Mbaka and Mugambi (2014) examined factors affecting successful strategy implementation in the water sector in Kenya. Similarly, Odhiambo (2006) examined challenges of strategy implementation of non-governmental organizations observed that internal factors were the major hindrances of strategy implementation and Onyango (2012) studied factors influencing the implementation of the Kenya sugar industry strategic plan (2010-2014).

However, it is noted that there is discrepancies in the findings of previous empirical studies with regard to strategy implementation and performance of organizations. Some studies examined variables of this study partially or in isolation. Further, constraints of operationalization and contextualization of constructs of the theories are uncertain from context to context. Therefore, it is on this premise this study sought to investigate strategy implementation practices on the performance of Huduma (Service) Centres in Nairobi County, Kenya.

1.3 Objectives of the Study

1.3.1 General objective

The general objective of this study was to establish the influence of strategy implementation practices on the performance of Huduma Centres in Nairobi County, Kenya.

1.3.2 Specific Objectives

The research objectives of this study were:

- (i) To determine the influence of employee training and development on performance of Huduma Centres in Nairobi County.
- (ii) To established the influence of leadership on performance of Huduma Centres Nairobi County.

- (iii) To establish the influence of communication on performance of Huduma Centres Nairobi County.

1.4 Research Questions

The research questions of this study were:

- (i) What is the influence of employee training and development on performance of Huduma Centres in Nairobi County?
- (ii) How does leadership influence performance of Huduma Centres in Nairobi County?
- (iii) What is the influence of communication on performance of Huduma Centres in Nairobi County?

1.5 Significance of the Study

The findings of this study would help various stakeholders ranging from employees, management the Government, customers Scholars and researchers. Firstly, the findings of the study would help employees identify new ways of implementing strategies formulated thus enhanced performance of Huduma Centres. Secondly, the findings would help the management to formulate new policies to address strategy implementation challenges. The information would provide guidance to the entire management hierarchy in making decisions that would lead to strategy implementation. The management will be proactive in dealing with the challenges that they face during strategy implementation process. This would enable them gain competitive advantage in service delivery.

Fourthly, the findings would help the Government of Kenya in establishing effective and efficient policies of overcoming challenges of strategy implementation. This study would therefore increase the existing body of knowledge in the area of strategic

management. Scholars in the field of strategic management would find this study to be of help in enriching their literature and inform the hypotheses of related studies.

1.6 Scope of the Study

The study focused on the strategy implementation practices on the performance of Huduma Centres in Nairobi City County, Kenya as shown in appendix (3). Nairobi City County was selected due to its strategic location and concentration of Huduma Centres. Employees of Huduma Centres in Nairobi County were the respondents of the Study. Unit of analysis were Huduma Centres and Unit of observation were employees of Huduma Centres. The independent variables of the study were employee training and development, leadership and communication. The dependent variable was performance of Huduma Centres in Nairobi County. The study collected information from the 5 Service Centres operating in Nairobi County.

1.7 Limitations of the Study

The limitation of non-cooperation from some of the respondents was overcome by presenting institutional letters authorizing the researcher to conduct the study and the objective of the study will be explained clearly to respondents that the information will be used solely for academic purposes only.

Slow response by respondents in filling the research instrument was overcome by making follow-up phone calls to participants of the study. Constraints of operationalizing constructs of the theory in relation to the study variables was overcome by making deductive arguments using findings of related studies conducted in Kenya but in the university context in Kenya.

The limitation of inconsistencies of findings from previous studies caused by the kind of research designs adopted such as longitudinal, mixed and correlational, small sample size, instruments of data collection was overcome by the study adopting a descriptive research design that sought to test the association between variables and present data in a quantitative form. Further, multiple regression was adopted to test the statistical relationship between variables for objectivity purposes.

1.8 Organization of the Study

Chapter one outline the background of the study, the concept of organizational performance, overview of Huduma (Service) Centres, problem statement, research objectives, research question, significance of the study, scope of the study and limitations of the study.

Chapter two highlights the theoretical review, empirical review, summary of literature review and knowledge gaps and conceptual framework. Chapter three outlines the researcher's scope of methodological procedures that are employed in the study. These include; research design, target population, data collection, validity and reliability of the instrument, data analysis and presentation techniques.

Chapter four discusses research findings and presentation. Findings of the study are presented chronologically as per the study variables and results are supported by findings of the empirical studies that concurs or contradicts with the findings of the study. Finally, chapter five presents the summary of results, conclusions, recommendation and suggestion for further studies.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

Chapter two highlights the theoretical review, empirical review, summary of literature review and critique of literature, research gaps and conceptual framework.

2.2. Theoretical Review

The study was anchored on Resource Based-View Theory and supported by Human Capital Theory and Ricky Griffins theories.

2.2.1 Resource Based-View Theory

Resource Based View theory was established by Barney (1991). Resource based theory of the firm is one of the concepts applied by modern competitive firms in the dynamic business environment when formulating, implementing and monitoring strategies. The theory argues that analyzing and identifying a firm's strategic advantages based on examining its distinct combination of assets, skills, capabilities and intangibles can give a firm a competitive edge. Sustainability of organizational competitiveness is based on unique resources of the organization that range from employee skills, technology, customer development and new product development.

Further the theory advocates that firms have a sustained competitive advantage when they have a relative advantage over another firm and when this advantage is not being implemented by any competitor and competitors are unable to duplicate the benefits of this strategy. While resources are the source of a firm's capabilities, capabilities are the main source of its competitive advantage.

This theory underpins this study based on the notion that employees of service centres in Kenya are strategic resources that would contribute to implementation of strategic plan initiatives. Ability of employees to adopt new technologies will enhance efficiency and effectiveness of the service centres. Training employees and investing in modern technologies are unique capabilities that will give service centres a competitive edge in the changing business environment.

2.2.2 Human Capital Theory

Human Capital Theory founded by Becker's (1993) noted that the most valuable of all capital is that of investment in human being. The theory distinguishes firm-specific human capitals from general-purpose human capital. Examples of firm-specific human capital include expertise obtained through education and training in management information systems, accounting procedures, or other expertise specific to a particular firm. General-purpose human capital is knowledge gained through education and training in areas of value to a variety of firms such as generic skills in human resource development.

Moreover, the theory suggests that human capital arises out of any activity able to raise individual worker productivity. In practice full-time education is, too readily, taken as the principal example. For workers, investment in human capital involves both direct costs, and costs in foregone earnings. On the other hand, the theory affirms that workers making the investment decisions compare the attractiveness of alternative future income and consumption streams, some of which offer enhanced future income, in exchange for higher present training costs and deferred consumption. Returns on

societal investment in human capital may in principle be calculated in an analogous way.

The theory postulates that human capital is generally understood to consist of the individual's capabilities, knowledge, skills and experience of the company's employees and managers, as they are relevant to the task at hand, as well as the capacity to add to this reservoir of knowledge, skills, and experience through individual learning. Despite the important role of human capital in modern societies, there are still many unknowns about the process of educational production as well as individual and collective decisions concerning how much and what kind of education to obtain.

The theory applicable in this study on the premise that employee skills and knowledge will lead to quality decisions formulation and implementation to promote organizational performance. Organizations should invest in employee trainings in order implement strategies formulated without difficult. Employee training will minimize change resistance and enhance strategic planning process.

2.2.3 Ricky Griffin's Model

The model was established by Ricky Griffin's (2007). The model proposes that organizational performance is determined by effective strategy implementation. The theory contends that organizational performance is attributed to effective organizational leadership styles of management, technology integration in the system, information control and shared culture. It asserts that strategic leadership is the fundamental perspective of successful strategy implementation among organizations operating in the turbulent business environment. Organizations that fail to analyze that business environment are likely experience challenges during strategy implementation.

Sailing through organizational politics and implementing strategies successfully is dependent on leadership.

The theory postulates that organic structure that are decentralized enhance change implementation while mechanical structures that are centralized hinder effective change implementation of competitive firms. Decentralized structures enhance communication, transparency and accountability among leaders and employees in any organization. Organization objectives are achieved by dedicated team of employees who are influenced by leadership qualities.

The theory acknowledges that organizations with automated systems are likely to improve customer service delivery and minimize costs of operation. Technology enhances job design, control system which includes financial budgeting, procedures that influence organization strategy implementation. Recruitment of qualified personnel, promoting employees based on performance and job enrichment will enhance organization performance.

Moreover the theory advocates that organizations are likely to realize increased profitability, improved customer satisfaction, reduced costs of operation through automated systems of production, distribution, and marketing and human resource management. If organizations are intending to perform effectively in the dynamic business environment, leadership, structures, technology, information control and human resource systems should be aligned appropriately in the organizational context.

The theory is applicable in this study as it sheds more light on how top leadership will influence strategy implementation thus enhanced performance of Huduma Centres.

Visionary leaders with unique skills and knowledge will influence employee behaviors to perform effectively. Timely feedback provided by leaders will enhance strategy actualization in the long run in any competitive organization. Leaders without a vision and ability to anticipate the future are likely to fail during strategy implementation process thus poor organizational performance.

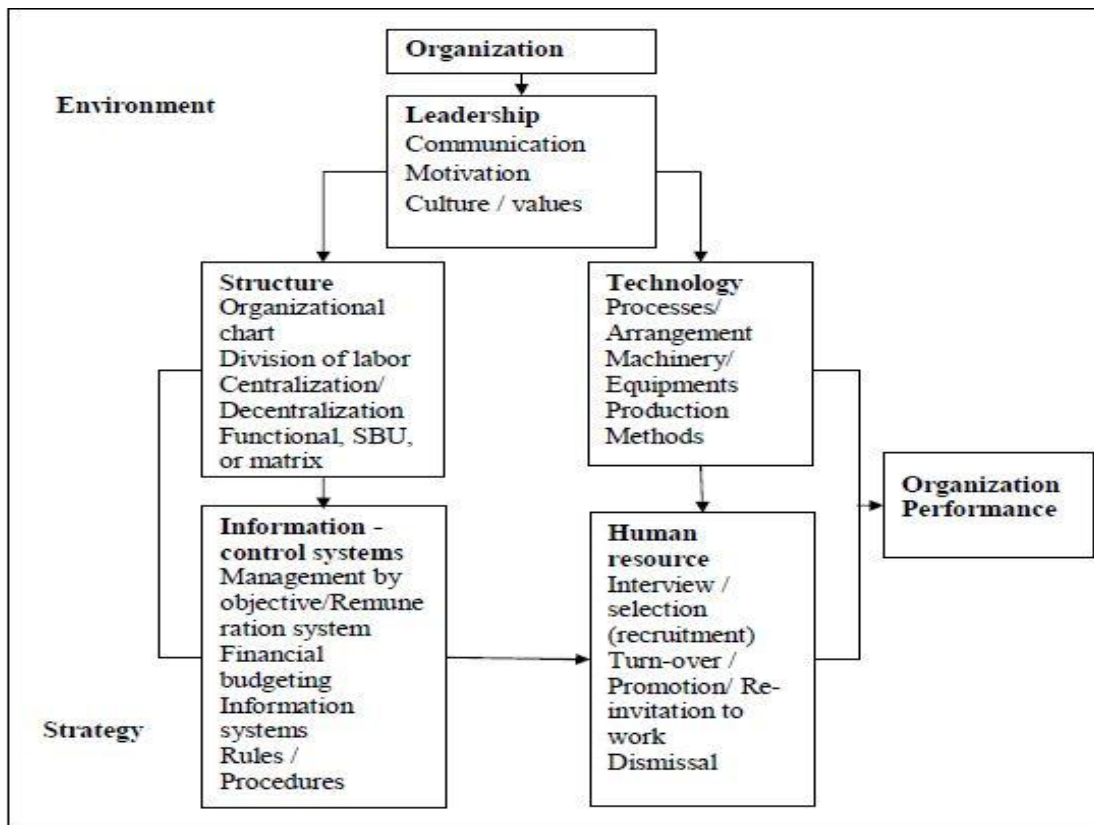


Figure 2.1 (Source) Ricky Griffin's Model (2007)

2.2.4 The Balanced Scorecard Model

In addition, Kaplan and Norton (2006) assert that performance management is commonly used today to describe a range of managerial activities designed to monitor, measure and adjust aspects of individual and organizational performance through management controls of various types. Performance management integrates the management of organizational performance with the management of individual performance. Organizational performance perspectives suggested by Kaplan and

Norton include; financial perspective, that entails measuring whether the organization is generating profits from its core businesses; Customer perspective, that entail customer satisfaction from goods and services; Internal business processes, that involves continuous improvement of services using modern technology and finally innovation and learning, that entails ability of organizations to develop new products and services thus team learning and co-partnerships in the industry.

Further, the theory ascertains that due to changing business environment, competitive organizations can adopt a number of strategic management practices such as strategic leadership, strategic human resource development and information and communication technology in order to enhance their performance. Strategic leadership is regarded as a multifunctional, involves managing through others, and helps organizations cope with change that seems to be increasing exponentially in today's globalized business environment. Strategic leadership requires the ability to accommodate and integrate both the internal and external business environment of the organization, and to manage and engage in complex information processing. This theory is applicable in this study based on the premise that Huduma Centres are likely to performance effectively in terms of quality customer service delivery if they embrace strategy implementation practices such as employee training, leadership and communication.

2.3 Empirical Review

This section discusses empirical studies conducted locally and international. The studies are discusses and research gaps which were addressed by this study are pointed out as shown in Table 3.1.

2.3.1 Employee Training and Organization Performance

Lewa, Mutuku and Mutuku (2009) studied the effect of strategic planning in the higher Education Sector of Kenya. The study adopted exploratory research design and stratified sampling technique to select 195 respondents. Data was collected using interview guides and questionnaires. Data was analyzed descriptively and findings revealed that training and development of employees' skills can make them more productive or more effective in their jobs, directly contributing to the bottom line. The purpose of training and management development programs is to improve employee capabilities and organizational capabilities.

The study further pointed out that when the organization invests in improving the knowledge and skills of its employees, the investment is returned in the form of more productive and effective employees. The purpose of training and management development programs is to improve employee capabilities and organizational capabilities. When the organization invests in improving the knowledge and skills of its employees, the investment is returned in the form of more productive and effective employees. However, the study was confined to strategic planning in higher institutions of learning in Kenya but did not seek to examine the relationship between strategy implementation practices on performance of Huduma Centres in Kenya.

Machuki (2005) studied Challenges of strategy implementation at CMC Motors Group Ltd, Kenya. The study adopted cross-sectional research design and simple random sampling technique to select 153 respondents. Data was analyzed using multiple regression and findings indicated that employee resistance was an obstacle to strategy implementation. Employee training promotes strategy implementation and vice versa.

The study recommended that timely training and change management were key aspects to effective strategy implementation. Some of the limitations of this study were; too little sample used to generalize the total population, the study looked independent variables from a holistic perspective rather than independent view. The study was limited to challenges of strategy implementation in CMC Motors Group Ltd but not Huduma Centre.

Andalya (2008) studied impact of strategic planning on organizational performance: a case study of Equator Flower farm in Eldoret East District, Kenya. The study adopted descriptive research design and purposive sampling technique to select 146 respondents. Linear regression was used to analyze data and findings indicated that top management plays an ever increasing role to ensure that a knowledge-friendly culture is built in the organization. However, the study was confined to strategic planning in flower firms in Edoret, Kenya and examined variables of this study partially and in isolation.

KIPPRA (2013) found out that internal and external factors were key determinants of strategy implementation. Institutionalizing and conceptualization of strategy were key aspects of strategy implementation. Further, the study identified that management support and employee skills were also strong reinforcements to strategy implementation. On the other hand it is observed that the study did not review the four variables that this study seeks to address. The study was too wide in scope and the representative sample was difficulty to choose. The methodology of data analysis was not appropriate. Multiple regression was adopted to establish the relationships between variables.

Nduko (2008) studied strategic practices among foreign multinational corporations in Kenya. The study adopted descriptive research design and systematic sampling technique to select 167 respondents. Data was collected questionnaires. Multiple regression was used to analyzed data and findings found out that external factors like political, economic, social and technological to some extent they contributed strategic policies implementation. However, the study did not address the critical factors that determined on implementation of strategies. The recommendations of the study were not based on findings of the study. The study adopted a census that was complex to analyze all the multinational firms in Kenya.

Odhiambo (2006) examined challenges of strategy implementation of non-governmental organizations. Longitudinal research design was adopted and cluster sampling technique was used to select 198 respondents. Questionnaires were used to collect data. Linear regression was used to analyze data and findings indicated that internal factors such as management and strategies were the major hindrances of strategy implementation. The study points out that internal factors were the major hindrances of strategy implementation. Leadership, resource allocation, employee skills were among of the factors that contributed to poor strategy implementation. The study recommended that strategic leadership was a key determinant of strategy implementation. However, it is observed that study did examine variables of this study in a combined way on performance of Huduma Centres in Kenya.

Mbaka and Mugambi (2014) carried out a study on the factors that influence strategy implementation in the Kenyan water sector. The study adopted descriptive research design and convenience sampling technique to select 194 respondents. Secondary and primary data was collected. Data was analyzed using linear regression and findings indicated that the employees in the public sector lack the capabilities, skills, and enthusiasm to drive the process of implementation. There is also an information gap between the strategy formulators and the staff.

Omboi and Mucai (2011) on the factors affecting the implementation of strategic management plans in government tertiary institutions. The study adopted cross-sectional research design and exploratory research design. Quota sampling technique was adopted to select 341 respondents. Data was collected using questionnaires and findings revealed that managerial behavior, resource allocation practices, reward management and institutional management policies as main influences of implementation of strategic management plans. The study focused in government tertiary institutions and it sought to examine implementation of strategic management plans as a dependent variable.

Further, Obonyo and Arasa (2012) studied the relationship between strategic planning and performance of manufacturing firms in Kenya. The study adopted descriptive research design and stratified sampling technique to select 111 respondents. Data was collected using interview guides and questionnaires. Multiple regression was used to analyze data and results ascertained that strategic organizations should embrace futuristic thinking philosophy for competitive advantage. Top leadership in any

organization should ensure that the vision and mission of the organization is aligned to organizational objectives.

Aosa (1991) contends that strategic management practices and performance of firms is correlated if the top management has a dedicated course. Activities performed with a view of long term outcomes and implications yield maximum outputs and vice versa. The study concluded that commercial banks should integrate technology to gain competitive edge in the market. However, the study did not focus on County Governments and the variables of the study were different from the variables of this study. The recommendations of study were too general and did not specifically address the problem under investigation.

2.3.2 Leadership and Organization Performance

Jehad Aldehayyat and Naseem (2012) studied strategic planning and corporate performance relationship in small business firms in the Middle East countries. The study adopted exploratory research design and random sampling technique to select 321 respondents. Data was collected using questionnaires and observation forms. Analysis of data was done using multiple regression and resulted indicated that strategic culture among competitive firms was determined by charismatic leaders who adopt a combination of management styles to influence employees to perform.

Further, Aldehayyat (2011) noted that because leaders are the vision bearers and have a task of not only communicating the implementation guidelines but also offer themselves to the whole process of implementation. Aldehayyat and Khattab (2013) established that effective leaders are keen to ensure that they use their power with

caution as this has an effect on subordinates and at the same time offer guidance and motivation to subordinates for better performance.

Musyoka (2011) established that resistance to change was a key challenge to strategy implementation. Further that study pointed out that leadership was correlated to performance of competitive firms. The research design adopted was longitudinal and regression data analysis method. The study was limited to challenges of strategy implementation at Jomo Kenyatta University of Agriculture and Technology.

Okumus and Roper (1999) studied strategy implementation in the UK manufacturing firms. Descriptive research design was adopted. Multiple stage sampling technique was used to select 443 respondents. Data was collected using electronic questionnaires. Data was analyzed using cross-tabulation method and findings indicated that multiple variables such as culture, training, skills, systems and strategy contributed to strategy implementation. Leadership styles adopted by managers contributed to effective strategy implementation. The best performing organizations are associated with visionary leaders who serve as role models.

The study concluded that, employee skills were key aspect that contributed to effective strategy implementation. However, the study generalized the variables and ignored to assess independent variables as in the case of this study, the context of the study was in a developed country that cannot be applicable in the Kenyan Context. The focus of the study was in manufacturing firms and not Huduma Centres in Kenya.

Obonyo and Arasa (2012) argue that good leadership is likely to influence the behavior of employees thus resulting to minimal employee resistance to change, promote team work, enhance communication and promote participative decision making from employees of the organization. The study was limited to strategic planning among manufacturing firms in Kenya. Abok (2013) on the factors that influence the effective implementation of strategic plans in non-governmental organizations established that management styles affect the implementation of strategic plans in NGOs.

Moreover, the study found out that there was redundancy in as far as the implementation of policies is concerned although a significant percentage agreed that strategic plans were available, but they were not being implemented effectively. Employees also quoted conflict of interests and attitude as one of the reasons that derail strategy implementation. However, the limitations of the study were that instruments of data adopted were not appropriate. Observation method was characterized by subjective statements that were inaccurate when making recommendations. However, the study was confined to implementation of strategic plans among Public Benefit Organizations in Kenya.

Jehad et al. (2012) posits that leaders without knowledge and skills are likely to fail when it comes to strategy implementation. Influencing employees to implement strategies formulated is determined by leadership capability and willingness to steer the change process during strategy implementation. However, it was noted that the study was confined to small enterprises in Middle East Countries.

Konzi (2012) studied the relationship between strategic plan implementation and performance of manufacturing firms in Tanzania. Cross-sectional research design was adopted. Snowball sampling technique was used to select 456 respondents. Data was collected using questionnaires. Stepwise regression method was used to analyze data and results indicated that implementation of strategic policies by large and small firms always experience internal and external challenges.

Further, the study identified that leadership, structure, culture, employees, style of management, employee skills were among the challenges identified that hindered effective strategic plan implementation. Limitations of the study was that is that it was carried out in Tanzania and cannot be applicable in Kenya, The study focused in the manufacturing sector and not Huduma Centres in Kenya. The study only did not focus on critical factors that influenced strategy implementation. The conclusions of the study were out of the context and generalized.

Al-Shaikh (2001) assert that the ability of managers to have unique qualities to influence employees will result to improved organizational productivity in the changing business environment. Using a combination of management styles like democratic, bureaucratic, free style, management by objectives and management by walking around will facilitate organizational performance. The inability of the leaders to perform will contribute to poor organizational performance. It was therefore noted that the study was limited to strategic planning among United Arab Emirates business firms.

2.3.3 Communication and Organization Performance

Onyango (2012) on factors influencing the implementation of the Kenya sugar industry strategic plan (2010-2014). The study adopted a longitudinal research design and random sampling technique to select 78 respondents. Data was collected using questionnaires. Data analysis was conducted using descriptive and inferential statistics. Findings established that poor planning and structural challenges contributed to failure of implementing plans formulated due to poor communication. However, the study did not adopt longitudinal design to measure the changing trends in the dynamic business environment. The sample that was used was not adequate. The study focused on the sugar industry and did not focus on Huduma Centres in Kenya.

Koske (2003) on strategy implementation and its challenges in public corporations: the case of Telkom Kenya limited. The study adopted a case study research design. Random sampling technique was used to select 198 respondents. Data was collected using questionnaires. Analysis of data was conducted using liner regression method. The findings revealed that most organizations are unable to implement their strategies due to centralized structures and non-committal of top management to sensitize employees on new changes, inadequate resources, and untimely introduction of change. However, the study focused in in one corporation and ignored other public corporations. Multiple regression method adopted was not appropriate since the study was not intended to test hypothesis.

Muthuiya (2004) indicate that organizations face challenges of strategy implementation due to lack of coordination and communication within the

organization structure. Mechanistic structures contribute to failure of strategic plan implementation while organic structures promote strategy implementation. The study concluded that employee empowerment through training was the key driver of successful strategy implementation. However, the theories adopted in this study were not accurate as they were outdated and did not withstand the changing times, the study focused non-governmental institutions and not Huduma Centres in Kenya and the variables of the study were completely different from this study.

Aldehayyat and Khattab (2013) argue that there exist a correlation between compunction and performance even though systems have different structures that facilitate communications within functional areas. Odongo and Owuor (2015) assert that organizational communication plays an important role in training, knowledge dissemination and learning during the process of strategy implementation. Communication is pervasive in every aspect of strategy implementation, as it relates in a complex way to organizing processes, organizational context and implementation objectives which, in turn, have an effect on the process of implementation.

Efendioglu and Karabulut (2010) posit that corporate communication function is the department or unit whose purpose is facilitate strategy implementation through communication. This department can also serve as the „antenna“ of an organization, receiving reactions from key constituencies to the strategy of the firm. Kinyanjui and Juma (2014) acknowledge that to a larger extent, organizations with open door culture and less barriers to access top level managers are attributed to efficient and effective service delivery.

Table 2.1: Summary of Knowledge Gaps

Author	Focus of the Study	Methodology and Findings	Knowledge Gaps	Focus on the Current Study
Miller, Hambrick and Canella (1989)	Challenges of strategic plans of competitive manufacturing firms in Europe	The study adopted descriptive research design and analyzed data using descriptive statistics and findings indicated that leadership, resource management lack of employee commitment were key challenges of organizational performance	The study was confined in Europe The study focused on different variables like financial resources, management support and employee commitment	The study focused was confined in Kenya. Exploratory and descriptive research design were used
Aosa (1991)	Strategic management practices and performance of commercial banks in Kenya	Descriptive research was used. Data was analyzed using linear regression and findings indicated that there existed a positive relationship between strategic management and performance of commercial banks in Kenya	The study examined variables of the study partially. The study focused on commercial banks.	The study sought to examine the relationship between employee training, leadership and communication on performance of Huduma centers in Kenya
Okumus and Roper (1999)	Strategy implementation variables: a case study of manufacturing firms in the UK	The study adopted a case study research design. Quota sampling technique was used. Data was analyzed using regression method and findings identified that multiple variables like	The study focused on manufacturing sector in the UK and different variables like training, resource management and culture	The study was confined Huduma centers in Kenya and examined the relationship between strategy implementation practices and performance

		culture, training, skills, systems and strategy contributed to strategy implementation.		
Konzi (2012)	The relationship between strategic plan implementation and performance of manufacturing firms in Tanzania	Descriptive research design and simple random technique was used to select respondents. Revealed that implementation of strategic policies by large and small firms always experience internal and external challenges like; leadership, structure, culture, employees, style of management, employee skills	Variables of this study were examined partially and in isolation. The study was carried out Tanzania and focused on manufacturing sector	The study was conducted in Kenya and the relationship between employee training, leadership and communication was tested in relation to performance of Huduma centers in Kenya
Onyango (2012)	Factors influencing the implementation of the Kenya sugar industry strategic plan (2010-2014)	The study adopted longitudinal research design. Data was analyzed using descriptive statistics and inferential statistics. Established that poor planning contributed to failure of implementing plans formulated.	The study focused on sugar board of Kenya and different methodology like longitudinal research	The study will focus communication on performance of service centers in Kenya
Rajasekar (2014)	The factors that affect the implementation of strategic plans in service industries in Yemen	The study used cross-sectional research design. Stratified sampling technique was used. Stepwise sampling technique was used to select respondents. It was established that leadership	The study was conducted in Yemen. The study focused on service industries variables like management knowledge and qualification	The study was conducted in Kenya and sought to examine the relationship between employee training, leadership and communication on performance of Huduma Centres

		and organizational structure were the main influences on the implementation of strategic plans		
Abok (2013)	Factors that influence the effective implementation of strategic plans in non-governmental organizations in Kenya	Descriptive research design was used. Data was analyzed using regression method and it was established that management styles affect the implementation of strategic plans in NGOs.	The dependent variable of the study was implementation of strategic plans. The study focused on NGO's and different variables like management and leadership styles	The dependent variable of the study was performance of Huduma Centres in Kenya
Mbaka and Mugambi (2014)	The factors that influence strategy implementation in the Kenyan water sector.	The study adopted cross-sectional research design. Data was analyzed using descriptive and inferential statistics. Findings revealed that there exists a correlation between employee skills, resource allocation and leadership on strategy implementation	The dependent variable was strategy implementation The study focused on water sector	The dependent variable of the study was performance of Huduma centers in Kenya

Source: (Literature Review, 2018)

2.4 Summary of Literature Review

It is established from the previous empirical studies by Miller, Hambrick & Canella (1989); Aosa (1991); Okumus & Roper (1999); Njau (2000); Koske (2003); Muthuiya (2004); Machuki (2005); Odhiambo (2006); Nduko (2008); Rahimnia, Polychronakis & Sharp (2009); Konzi (2012); KIPPRA (2013) Omboi & Mucai (2011); Onyango (2012); Rajasekar (2014); Abok (2013); Mbaka & Mugambi (2014) that conceptual, contextual and methodological gaps do exist.

Firstly, empirical studies conducted focused on different variables like culture, style, strategy and leadership but did not focus on the variables of this study. Secondly, the studies conducted focused on different sectors like manufacturing, education, financial and countries like Turkey, United States, Nigeria, Somalia and Uganda which cannot be compared with Kenya. Thirdly, some studies focused on different research methodologies like research designs, research philosophy, sampling designs, and research instruments and data analysis methods.

2.5 Research Gaps

The study identified this area as deserving attention since little has been done to address issues of strategy implementation practices on performance of Huduma (Service) Centres in Kenya. The Public service sector in Kenya has been given little attention in terms of establishing the practices that influence implementation of strategies formulated. The researcher identified a gap in evidence of approaches of using employee training, leadership and communication on performance of Huduma Centres in Kenya.

2.6 Conceptual Framework

The assumption of conceptual frameworks in this study describes the relationship between employee training, leadership and communication on performance of Huduma Centres in Kenya.

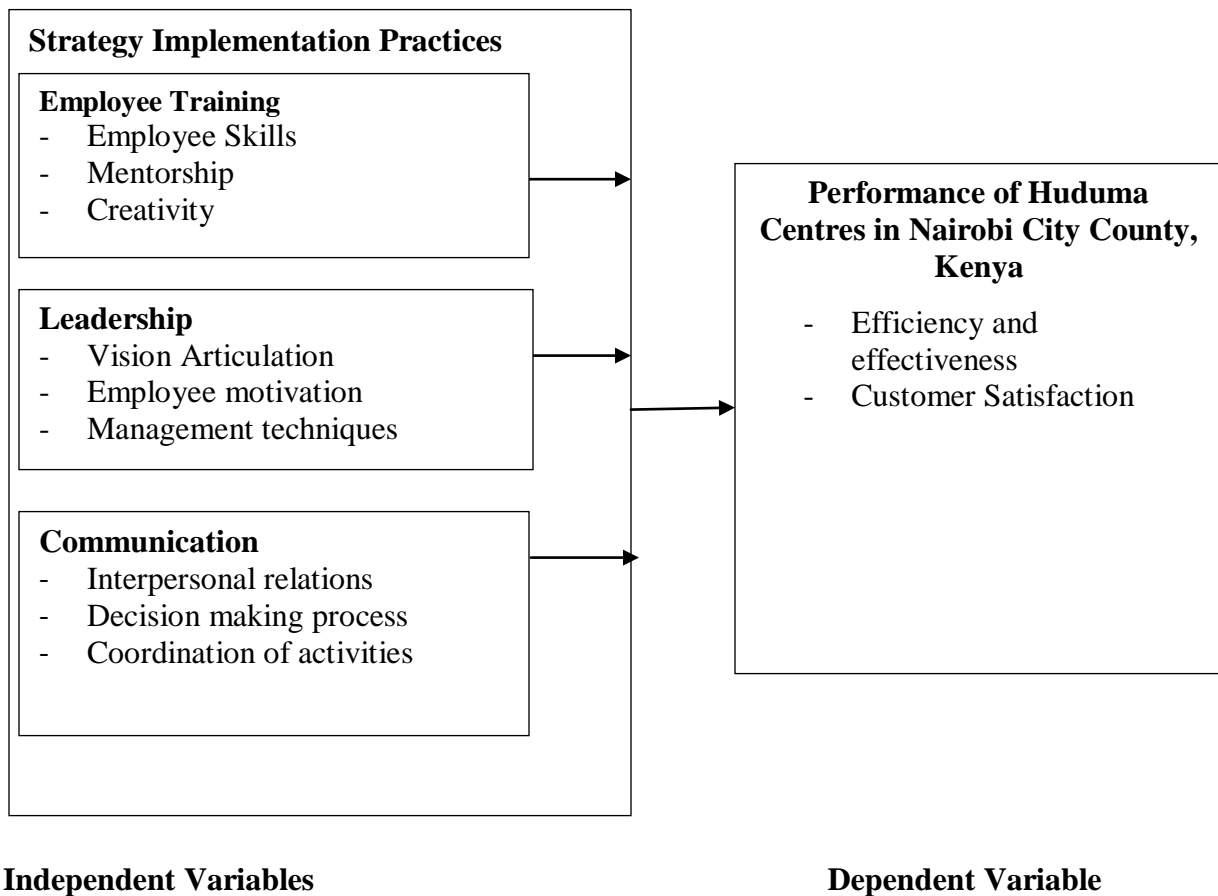


Figure 2.2: (source) Conceptual Framework (Researcher, 2018)

As shown in Table 2.1 above, the study established that employee training facets such as information sharing, knowledge and creativity of individual workers influences performance of Huduma (Service) Centres in Kenya. Similarly, antecedents of leadership such as employee empowerment, planning and management influences performance and structural aspects that facilitates organizational performance are communication, team work and delegation. Further, it was revealed that performance of Huduma Centres was measured in terms of efficiency and effectiveness of service delivery, customer satisfaction and corporate image.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the research methodology that was adopted to analyze data collected. It includes the research design that was used, the population of the study and the data collection procedure. It finally illustrates the data analysis methods used.

3.2 Research Design

A research design is a plan or an approach that articulates principles of collecting, analysing and interpreting data (Guest 2010). The study adopted a descriptive and exploratory research designs to establish the influence of strategy implementation practices on performance of 5 Huduma (Service) Centres operating in Nairobi City County, Kenya. A descriptive and exploratory research designs were considered appropriate in this study based on the fact that the study sought to collect data from a sizeable population and aimed to method was appropriate because it explores and describes the relationship between variables in their natural setting without manipulating them.

3.3 Target Population

Target population is the total number of individuals, elements, units or objects with common observable features for investigation (Fisher, 2010). The study targeted all employees of Huduma Centres operating in Nairobi City County such as GPO Huduma Centre, Makadara Huduma Centre, Kibera Huduma Centre, Eastleigh Huduma Centre and City Square Huduma Centre. A total of 151 constituted that target population of the study.

Table 3.1: Target Population

Huduma Service Centres	Category	Total Number of Employees
GPO Huduma Centre	Managers	05
	Counter Service Representative	11
	Customer Service Representatives	26
	Total	41
Makadara Huduma Centre	Managers	3
	Counter Service Representative	09
	Customer Service Representatives	18
	Total	30
Kibera Huduma Centre	Managers	03
	Counter Service Representative	07
	Customer Service Representatives	14
	Total	24
Eastleigh Huduma Centre	Managers	02
	Counter Service Representative	10
	Customer Service Representatives	09
	Total	21
City Square Huduma Centre	Managers	04
	Counter Service Representative	13
	Customer Service Representatives	18
	Total	35
	Grand Total	151

Source: (Government of Kenya, 2018)

3.4 Sampling Technique and Sample Size

According to Fisher (2010), a sample size is the representative number of the total population. Out of the total population of 151 respondents selected from 5 Huduma Centres, a sample size of 72 was arrived which constituted of 48% of the total population. Sample representative of 48% was justifiable in the study because Guest (2010) recommends that any sample more than 40% of the total population is appropriate to make conclusions about a study. Stratified sampling technique is appropriate based on the fact that it provides an opportunity to select respondents of the study systematically without discriminating participants of the study.

Table 3.2: Sample Size

Huduma Service Centres	Category	Total Number of Employees	Sample Size
GPO Huduma Centre	Managers	05	2
	Counter Service Representative	11	6
	Customer Service Representatives	26	13
	Total	41	21
Mkadara Huduma Centre	Managers	3	3
	Counter Service Representative	09	5
	Customer Service Representatives	18	9
	Total	30	17
Kibera Huduma Centre	Managers	03	3
	Counter Service Representative	07	5
	Customer Service Representatives	14	7
	Total	24	15
Eastleigh Huduma Centre	Managers	02	4
	Counter Service Representative	10	6
	Customer Service Representatives	09	9
	Total	21	11
City Square Huduma Centre	Managers	04	4
	Counter Service Representative	13	6
	Customer Service Representatives	18	9
	Total	35	19
	Grand Total	151	72

Source: (Government of Kenya, 2018)

3.5 Data Collection

Primary data was collected using structured questionnaires with open and closed ended questions. In this study, questionnaires were administered to employees working in 5 Huduma Centres in Nairobi City County during working hours of the day. Drop and pick later method was adopted to ensure respondents are given adequate time to respond appropriated for objectivity of the research findings. As suggested by Guest (2010), questionnaires were preferred because they provided the opportunity of capturing respondent information in a structured manner.

3.6 Pilot Study

A pilot study is a research project that is conducted on a limited scale that allows researchers to get a clearer idea of what they want to know and how they can best find it out without the expense and effort of a full-fledged study (Black, 2010). To test validity, a pilot study was conducted in Nairobi City County using 3 customer service employees of Huduma Centres. Modification of the instrument was done if the instrument were inconsistent with what was intended to be measured before administration.

3.6.1 Validity of the Instrument

The face, content and criterion validity was determined by using industry strategic management experts and scholars at Kenyatta University. Black (2010) asserts that content validity measures the degree to which the test items represent the domain or universe of the trait or property being measured. Industry experts and Lecturers of Kenyatta University were used to identify the appropriateness the content of the instrument.

Construct validity is a property that is offered to explain some aspect of human behavior. In this case, the researcher tested the constructs of the study using principles of existing theories of the study. The constructs of theories adopted were used to measure the criterion validity. Criterion-related validity is concerned with detecting the presence or absence of one or more criteria considered to represent traits or constructs of interest. In this regard, employees of Huduma Centres in were used to test criterion-related validity.

3.6.2 Reliability of the research Instrument

Reliability of the research instrument was enhanced through a pilot study that was done on 3 Customer Care employees of Huduma Centres in Nairobi City, County. Cronbach's alpha method was used to test the reliability of the instrument and internal consistency of the instrument was measured using reliability coefficients. Cronbach's alpha value is therefore widely used to verify the reliability of a construct. Collis and, Hussey (2014) note that acceptance value for Cronbach's Alpha is between 0.7 and 0.9. Therefore, this study adopted a loading of 0.7 as the acceptable value.

Table 3.3: Reliability Results

Variables	No. of Items	Cronbach Alpha	Remark
Employee Training	2	0.842	Reliable
Leadership	2	0.724	Reliable
Communication	2	0.718	Reliable
Performance	2	0.795	Reliable

Source: Research data (2018)

As depicted in Table 3.3, reliability coefficients of all variables of the study were more than 0.07 indicating reliability of the study variables as recommended by Collis and Hussey (2014).

3.7 Data Analysis and Presentation

Sekeran (2011) points out that, analysis means categorizing, ordering, manipulating and summarizing of data to obtain answers to research questions. Statistical Package for Social Sciences, (SPSS version 21) software was used was used to analyze data quantitatively. The data collected was edited, coded, classified on the basis of

similarity and then tabulated. Descriptive, correlation and multiple regression methods were used to analyze data and explain the findings.

Multiple regression was conducted at 95% confidence level and 5% significance level. Before conducting multiple regression, normality, linearity, homogeneity and multicollinearity were conducted to test conformity of data with statistical assumptions. Using a measuring scale of 1-5, items of the instruments were analyzed and descriptive statistics such as mean scores, standard deviation, frequency distributions and percentages were used to summarize and relate variables which were obtained from the study. The specific multiple regression model adopted was of the form.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta + \varepsilon,$$

Where,

$\beta_0, \beta_1, \beta_2$ and β_3 are the regression co-efficient

Y – Performance of Huduma Centres in Kenya

X_1 – Employee Training

X_2 – Leadership

X_3 – Communication

ε , -Error Term

3.8 Ethical Considerations

Permission was sought from Kenyatta University to authorize data collection. Further, authority to conduct the research was sourced via a permit to conduct research from National Commission for Science, Technology and Innovation. (NACOSTI). The respondents were informed that whatever they said would only be used for research purpose. Research was carried without bias and confidentiality of information given by respondents was maintained. Participants were informed of the confidentiality in the study so to ensure respect for the dignity of participants in the study.

CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents the results and discussion of the study conducted to establish strategy implementation practices on the performance of Huduma (Service) Centres in Nairobi City County, Kenya. The chapter encompasses descriptive statistics and inferential statistics such as correlation and regression analysis. Further, the chapter discusses the research findings in relation to findings of previous studies on related issues to establish relationships of the results with those of previous studies.

4.2 Response Rates

The questionnaires were administered to a sample size of 72 respondents whom comprised of managers, counter service representative and customer service representatives selected from the five Huduma Centres operating in Nairobi City County. However, after questionnaire administration, only 53 questionnaires were returned duly filled. 19 questionnaires were incomplete and others were not returned. This contributed to 73% response rate. This response rate was adequate for data analysis and conforms to Black (2012) who posits that a response rate of more than 50% is adequate for analysis and reporting.

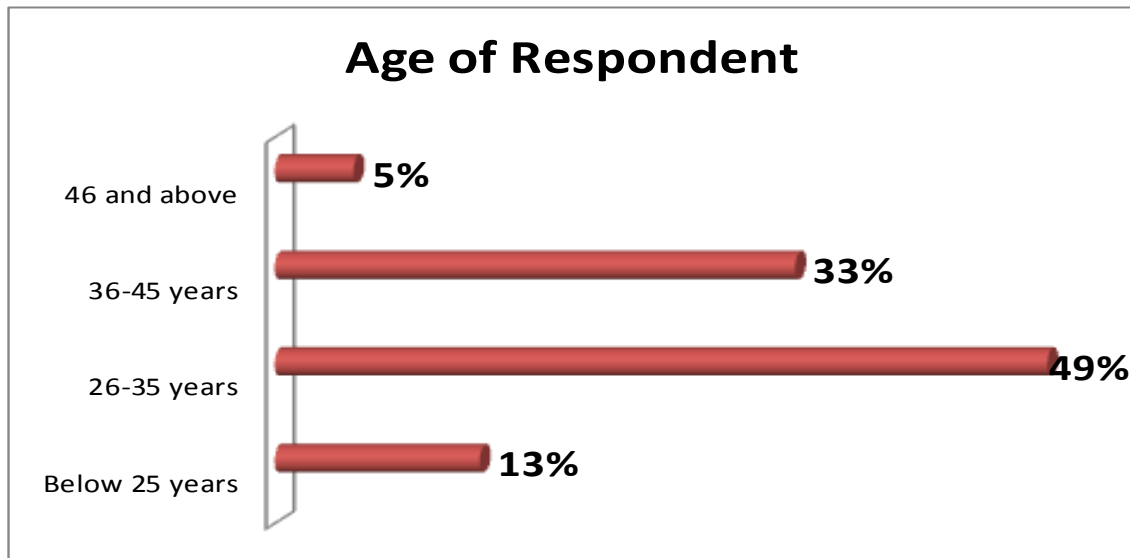
4.3 Population Demographics

This section presents age of the respondents, gender, education and duration of working at Huduma Centres as discussed and illustrated in the figures and tables.

4.3.1 Age of Respondents

The study sought to establish the age of respondents and the following findings were summarized as shown in Figure 4.1.

Figure 4.1: Age of Respondent



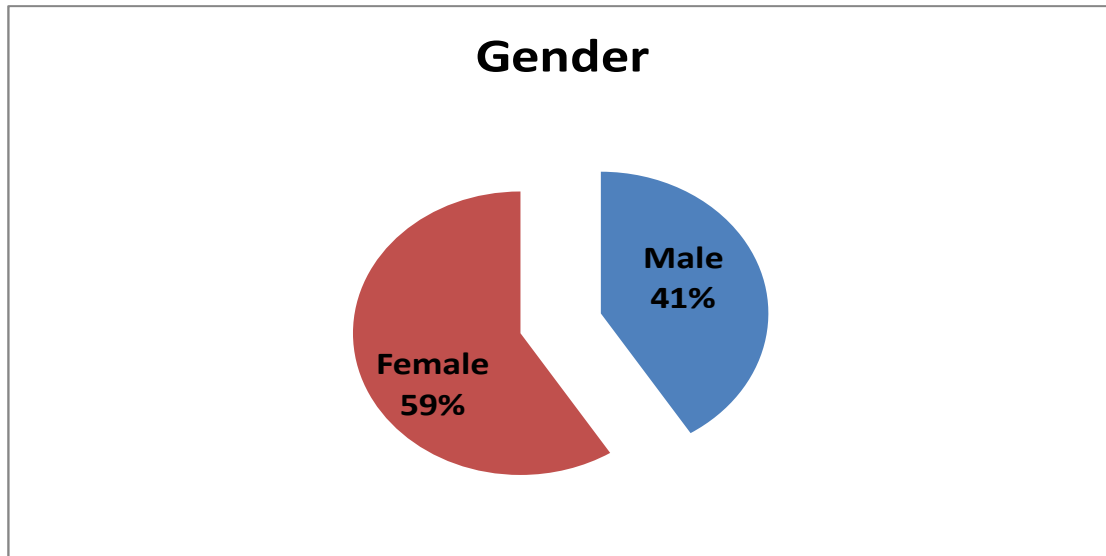
Source: (Research Data, 2018)

As shown in Figure 4.1, it was established that majority (49%) of the respondents or employees who worked in Huduma Centres were aged between 26-35 years, some (33%) were aged between 36-45 years, 13% of them were aged below 25 years and 5% aged above 46 years. The findings implies that majority of the service centres were engaging youthful workers to achieve their goals. As a result the response rate was high as these respondents are keen to learn given their age

4.3.2: Gender of Respondents

The study sought to establish the gender of respondents and the following findings were summarized as shown in Figure 4.2.

Figure 4.2: Gender of Respondent



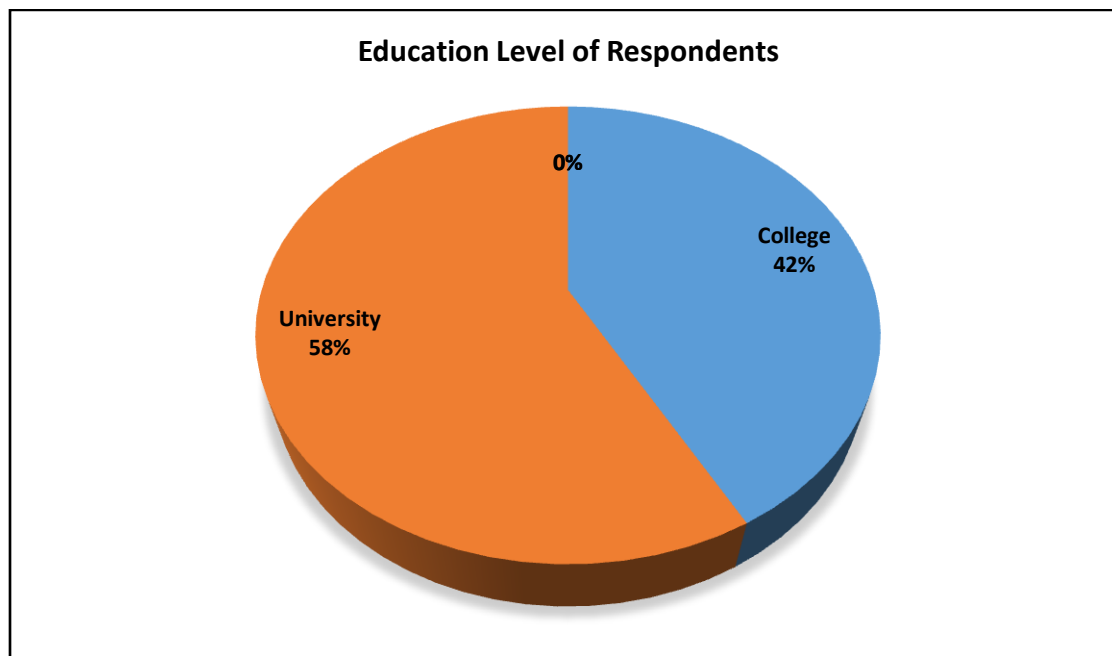
Source: (Research Data, 2018)

As illustrated in Figure 4.2, majority (59%) of the respondents of the study were female while 41% of them were male. The findings implies that majority of the Huduma Centre employees were female compared to their male counterparts because some service centres observe gender balance policies stipulated by the public service commission.

4.3.3: Education Level of Respondents

The study sought to establish the education level of respondents and the following findings were summarized as shown in Figure 4.3.

Figure 4.3: Education Level of Respondents



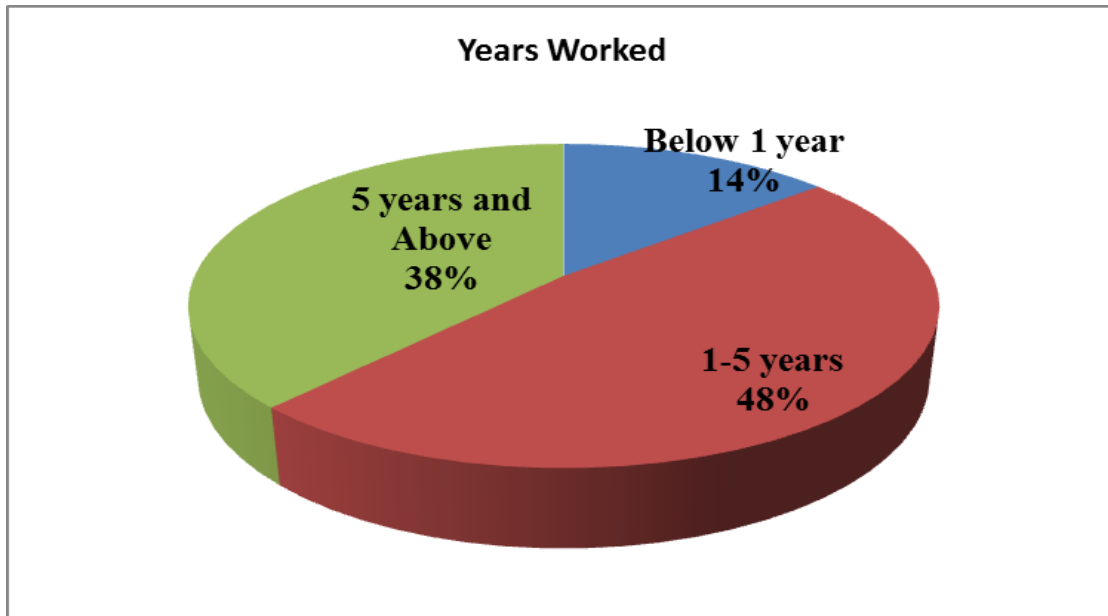
Source: (Research Data, 2018)

As illustrated in Figure 4.3, majority (58%) of the respondents indicated they had diploma, bachelors and postgraduate qualifications from private and public universities and 42% of them indicated that they had certificate qualifications attained from tertiary level colleges in Kenya. The findings implies that majority of the service centre preferred to engage degree holders compared to employees with certificate qualification in various positions due to competitive labour market forces.

4.3.4: Duration of Service

The study sought to establish the period respondents had worked for their Huduma Centers and the following findings were summarized as shown in Figure 4.4.

Figure 4.4: Duration of Service



Source: (Research Data, 2018)

As shown in Figure 4.4, it was revealed that majority of the respondents 48% had worked for a period between 1-5 years, some 38% had worked for a period more than 5 years and 14% of them had worked for a period less than 1 year. This results implies that majority of the employees of Huduma Centres had worked for a period less than 5 years indicating that despite working in related ministries before, it was their first time experience to work under Huduma Centres which is a new government initiative of extending public services closer to the ordinary citizen.

4.4 Strategy Implementation Practices

Descriptive statistics such as mean scores, standard deviation and percentages were used to measure variables of the study which includes employee training, leadership and communication as depicted in Table 4.2, 4.3 and 4.4.

4.4.1 Employee Training and Development

The study sought to investigate the influence of employee training and development on performance of Huduma Centres in Kenya and the following were the findings as shown in Table 4.1

Table 4.2: Employee Training and Development

Statements	N	Mean	S.D	%
The organization conducts training needs assessment periodically to determine employee knowledge gaps	53	2.86	.665	41%
Employees have multiple skills to perform tasks	53	2.77	.654	40%
The organization encourages employee creativity during strategy implementation	53	3.45	.623	72%
Employee of the organization share information during and after strategy implementation	53	2.31	.584	37%
Leaders always encourage employees to consult when implementing strategies	53	3.96	.486	61%
The organization allocates adequate budgets for training employees on how to implement strategic decisions	53	3.73	.421	61%
All employee of the organization have appropriate skills to implement strategic decisions	53	3.56	.374	59%
All employees have relevant knowledge to implement strategic decisions	53	3.42	.343	58%
Managers and supervisors delegate their responsibilities to lower level employees	53	2.54	.243	30%

I find trainings conducted to be of great value to organizational growth	53	2.73	.421	33%
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Source: (Research Data, 2018)

As illustrated in Table 4.1, the mean scores for 5 of the 10 statements was less than 3.00 which means that majority (58%) and above agreed with the statement while the rest either disagreed or were neutral. The results imply that despite the fact that employee training and development influenced performance of Huduma Centres, to some a larger extent employee training and development practice was not embraced effectively to facilitate strategy implementation process.

It emerged that conducting periodical trainings needs assessments among workers was not embraced to a larger extent. On the other hand, it was noted that employees who worked at the services centres did not have multiple skills to implement strategies formulated. Information sharing, delegation and value of the trainings were practices which were not embraced to a larger extent to facilitate strategy implementation thus organization performance.

The findings are in line with that of Kinyanjui & Juma (2014); Lewa, Mutuku & Mutuku (2009); Mweni (2008); Mbaka, & Mugambi (2014); Muthuiya (2004); Nduko (2008); Odhiambo (2006); Omboi & Mucai (2011) & Obonyo & Arasa (2012) who observed that organizational performance was not only stimulated by strategic leadership but also the ability of leaders to empower workers, mentor, delegate challenging responsibilities, motivate and give them relevant trainings to enable them actualize formulated strategies into action. Further, the study reckon that

resource allocation and provision of feedback to workers were factors that determined the success of any strategy in the changing business environment.

4.4.2 Leadership

The study sought to investigate the influence of leadership on performance of Huduma Centres in Kenya and the following were the findings as shown in Table 4.2

Table 4.2: Leadership

Statements	N	Mean	S.D	%
Huduma Centres have strategic leaders with appropriate qualities to implement strategies formulated	53	3.21	.544	25%
Leaders develop policies that embrace the vision and mission	53	4.98	.487	73%
Leaders have put in place policies to minimize resistance from workers	53	3.33	.421	41%
Leaders have the drive to implement new strategies	53	3.26	.374	29%
Leaders encourage employees to improve their skills through training	53	4.42	.343	48%
Leaders encourage teamwork in the organization	53	4.67	.261	48%
Leaders engage employees in key decision making	53	3.45	.623	42%
Leaders motivate employees to implement strategies	53	3.31	.584	37%
Leaders use a combination or leadership styles to influence employees implement strategies	53	2.96	.486	31%

Source: (Research Data, 2018)

As depicted in Table 4.2, the mean scores for 5 of the 9 statements was less than 4.00 which means that majority (48%) and above agreed with the statement while the rest either disagreed or were neutral. Similarly, the findings implies that despite the fact

that employee training and development was attributed to performance of Huduma Centres, it emerged that little was done in engaging strategic leaders with appropriate qualities to implement strategies formulated. Further, it was noted that the drive of leaders in implementing new strategies was non-existent due to structural issues. In addition, involvement of employees in decision making process, issues of motivation and using a combination of leadership styles were practices which were given little attention thus deteriorating performance of the service centres in Kenya.

These findings corresponds with that of Aldehayyat (2011); Aldehayyat, Khattab, (2013); Efendioglu & Karabulut (2010); Jehad, Aldehayyat & Naseem (2012); Konzi, (2012) who acknowledge that organizational performance is determined by the practices that organizations put in place to ensure strategies formulated are implemented such as employee motivation, mentorship programs and involvement of key stakeholders such as workers in the decision making process. Further, their studies indicated that there was a positive correlation between participation, training, motivation and leadership styles and organization performance.

4.4.3 Communication

The study sought to investigate the influence of communication on performance of Huduma Centres in Kenya and the following were the findings as shown in Table 4.3.

Table 4.3: Communication

Statements	N	Mean	S.D	%
My organization has decentralized structures that enhance and facilitate communication	53	2.91	.544	25%
The structure of my organization enable managers regularly communicate the progress of strategy implementation	53	2.88	.487	23%
There is high level of interpersonal relations in the organization	53	4.73	.421	61%
Leaders communicates appropriately when introducing new changes	53	4.56	.374	59%
Managers give employee feedback on their performance	53	4.42	.343	58%
There is effective coordination of activities during strategy implementation	53	2.73	.421	31%
Managers always create maximum awareness when implementing new policies	53	2.56	.374	39%
Employees have the spirit of working together	53	4.42	.343	68%
The organization has open communication culture	53	2.42	.343	38%

Source: (Research Data, 2018)

As depicted in Table 4.3, the mean scores for 5 of the 9 statements was less than 3.00 which means that majority (31%) and above agreed with the statement while the rest either disagreed or were neutral. Similarly, these findings imply that despite the fact that communication was attributed to organization performance, to a larger extent some Huduma Centres was not embracing communication effectively in order to enhance its performance. It emerged that communication effectiveness was hampered by centralized structures which did not provide opportunities to managers to

communicate regularly on strategy implementation. Furthermore, coordination of activities, creation of awareness on new strategies and open communication were practices on a minimal extent thus resulting to deteriorating organization performance.

The findings correspond with that of Šukle & Stojan (2012); Rajasekar (2014); Rahimnia, Polychronakis & Sharp (2009) & Onyango (2012) who noted that even though communication was recognized as a practice that influence strategy implementation and organization performance, to a larger extent the centralized structure did not provide opportunities in the organization for effective coordination of activities, information sharing and awareness of strategies.

4.4.4 Organization Performance

The study sought to investigate the influence training and development, leadership and communication on performance of Huduma Centres in Kenya and the following were the findings as shown in Table 4.4.

Table 4.4: Organization Performance

Statements	N	Mean	S.D	%
Time taken to serve customers reflects efficiency and effectiveness	53	4.10	0.626	79%
Minimal complaints reflects customer satisfaction	53	4.02	0.624	91%
Time taken to give customers feedback is an indicator of performance	53	4.56	0.778	77%
Availability of services required is a measure of customer satisfaction	53	4.19	0.766	66%
Employee skills to handle customer queries is an indicator of firm performance	53	4.79	1.145	79%
The ability of leaders to encourage and create team work among workers is an indicator of firm	53	4.88	1.237	74%

performance				
The flexibility and willingness of workers to implement new changes reflects success of a strategy	53	4.02	1.149	69%
Employees feedback of performance promotes enhanced service delivery	53	4.24	0.419	61%

Source: (Research Data, 2018)

As illustrated Table 4.4, the mean scores for all 8 statements was more than 4.00 which means that majority (61%) and above agreed with the statement while the rest either disagreed or were neutral. Similarly, the findings imply that despite some contradictory information obtained from the respondents on the effect of strategy implementation practices on organization performance, to a larger extent it was agreed that employee training and development, leadership and communication practices had a positive significant effect on performance of Huduma Centres which was measured in form of time taken to serve customers, number of complaints, variety of services available to customers, employee competence, employee feedback and team works among others.

These findings are concur with that of Šukle and Stojan (2012); Rajasekar (2014); Jehad, Aldehayyat and Naseem (2012) and Konzi, (2012) who demonstrate that performance of organizations can be measured using financial aspects such as profits, return on investments and return on equity while non-financial aspects can include customer satisfaction, effectiveness and efficiency of service delivery, corporate image, minimal complaints and number of referrals.

4.5 Qualitative Data Analysis

The study analysed open-ended questions and verbatim statements using content analysis method and key themes were critically reviewed and analysed and conclusions were made based of the study variables.

4.5.1 Employee Training

The study revealed that there exist a relationship between employee training and performance of Huduma Centres. However, it was noted that to some extent deteriorating performance of the organization was attributed to inappropriate skills and knowledge of workers to perform specific duties. To a larger extent it was observed that trainings were conducted rarely and employees were did not have adequate to advance their studies further due to tight work schedules which were not flexible. Career progression and succession planning were issues that affected the organization since merit was given little attention for promotion opportunities due to political interferences during recruitment. The findings correspondents with that of Idehayyat Naseem (2012) and Konzi, (2012) who found out that career progression and delegation were rare practices in the public sector compared to private sector.

4.5.2 Leadership

The study found out that leadership had an influence of organizational performance despite structure challenges that made it difficult for leaders to perform and more specifically in Stat owned organization. The study revealed that to a larger extent, organization which performed effectively were attributed to good leadership styles of management. Involvement of employee in decision making and creating maximum awareness about the vision and mission resulted to enhanced organizational teamwork and effective change implementation. The findings concurs with that of Šukle and

Stojan (2012) who established that there is a moderate correlation between leadership and organizational performance regardless of internal situations from one organization to another.

4.5.3 Communication

The study found out that there exist a positive significant relationship between communication and organizational performance. Though the study pointed out that dysfunctional conflicts were as a result of informal groups at the workplace, to a larger extent interpersonal communication, involvement in decision making and effective coordination of activities was facilitated by organization with open door culture or organization that encouraged bottom up and top down management approach. Further, the study indicated that communication was the strategic driver that led to institutionalization of new changes and strategy implementation in the organization. The findings are supported by Mugambi (2014); Muthuiya (2004); Nduko (2008) and Odhiambo (2006) who established that communication is attributed to organizational performance though if not well managed can result to unproductive conflicts and resistance to new changes.

4.6 Inferential Analysis

Before conducting correlation and regression analysis using Statistical Package of Social Sciences software, diagnostic tests were conducted to determine conformity to statistical assumptions.

4.6.1 Diagnostic Tests

Prior to subjecting the data to regression analysis, diagnostic tests which were conducted to establish conformity with requisite statistical assumptions were;

normality, linearity, homogeneity and multicollinearity tests were conducted as discussed:

4.6.1.1 Normality Test

The study sought to confirm normality of data by using Shapiro-Wilk test and the results were summarized as shown in Table 4.5.

Table 4.5: Normality Test

Variables	Statistics	df	Sig
Employee Training	0.872	178	0.003
Leadership	0.811	178	0.002
Communication	0.746	178	0.000

Source: (Research Data, 2018)

As depicted in Table 4.5, the three research variables had figures ranging from -0.1 to +1.0 were skewed towards +1.0 indicating normal distribution of data of the study variables where employee training has a calculated probability value of (=0.872), leadership (0.811) and communication (0.746). At 5% significance level, the study variables had values more than 0.05 indicating the sample followed a normal distribution as recommended by Crowther & Lancaster (2012). Normality was also met since there was a large number of participants (53) involved in the study. Further, the table demonstrates that normality statistic ranges from zero to one and figures $p > 0.05$ indicates the data is normal (Black, 2010).

4.6.1.2 Linearity Test

Linearity test was done using Pearson's moment correlation coefficient between firm's performance, employee development, leadership and communication as shown in Table 4.6.

Table 4.6: Linearity Test

Independent Variables		Huduma Centre Performance
Employee Training	Pearson Correlation	0.556**
	Sig(2-tailed)	0.001
	N	178
Leadership	Pearson Correlation	0.417**
	Sig(2-tailed)	0.000
	N	178
Communication	Pearson Correlation	0.456**
	Sig(2-tailed)	0.002
	N	178

****p< 0.05**

Source: (Research Data, 2018)

Table 4.6, indicates that there is a positive and significant linear relationship between Huduma Centre performance and employee training, leadership and communication at 5% level of significance. The results indicate that employee training and development is ($r=0.556$, $p<0.05$), leadership ($r=0.417$, $p<0.05$) and communication ($r=0.456$, $p<0.05$) thus, this indicates that as employee development, leadership and structure increased Huduma Centre performance.

4.6.1.3 Homogeneity Test

The study sought to test homoscedasticity Levene's Test and the findings are summarized as shown in Table 4.7.

Table 4.7: Homogeneity Test

Variables	Lavene Statistics	df	Sig
Employee Training	8.456	1	0.789
Leadership	7.432	1	0.579
Communication	6.334	1	0.234

Source: (Research Data, 2018)

As illustrated in Table 4.7, it is indicated that the calculated probability is $p > 0.05$ for all the three study variables. The calculated probability values of the three variables of the study were communication = 0.234, leadership 0.579 and employee training = 0.789. The study concludes there exist variance homogeneity across all the predictor variables on the dependent variable as recommended by Novikov and Novikov (2013).

4.6.1.4 Multicollinearity Test

The study sought to test multicollinearity to establish whether there was multicollinearity problem and the results are summarized as shown in Table 4.8.

Table 4.8: Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	Mean VIF
Employee Training	0.846	1.568
Leadership	0.682	1.467

Communication	0.712	1.245
Performance	0.831	1.231

Source: (Research Data, 2018)

Table 4.8 indicates that all the VIFs of the four variables of the study were less than 10 and Tolerance greater than 0.1 respectively. VIF of greater than 10 and Tolerance less than 0.1 suggests multicollinearity (Collis & Hussey, 2014) compensation policies yielded the least VIF at 0.682 and employee training generated the highest VIF at 0.846. The findings implied there multicollinearity problem was non-existent since all the predictor variables met the required threshold as recommended by Crowther and Lancaster (2012).

4.6.2 Correlation Analysis

Pearson’s product moment correlation analysis was conducted at 95% confidence interval and 5% confidence level 2-tailed to assess the statistical relationship between the each independent variable on performance of Huduma Centres in Kenya as shown in Table 4.9

Table 4.9: Correlations Results Analysis

	Employee Training	Leadership	Communication	Performance
	1			
Employee Training	.710			
	.0012	1		
Leadership	.693	.027		

	.0017	.799	1	
Communication	.579	.560	.762	
	.0023	.000	.560	
Performance	.543	.340	.234	
	.000	.000	.000	1

****p < 0.05**

Source: (Research Data, 2018)

Table 4.9 indicates that there was statistical correlation between the employee training (0.710), leadership (0.693), and communication (0.579). The positive relationship indicates that there was a correlation between the three variables of the study on Performance of Huduma Centres Kenya. The Significance values of the three independent variables were less than 5% (0.0012, 0.0017, 0.0023 and 0.0027) which indicated that a unit increase of employee development, leadership and communication resulted to a unit increase in performance of Huduma Centres in Kenya.

4.6.3 Regression Analysis

To determine the predictive power of the each independent variable on performance of Huduma Centres in Kenya, multiple regression analysis was conducted to find out the linear relationship between all the independent variables and the dependent variable as shown in Table 4.10.

Table 4.10 : Regression Results Analysis

Dependent Variable	Independent Variables	Beta Value	T Value	Sig
Performance of Huduma Centres	Employee Training	0.456	3.277	0.002
Performance of Huduma Centres	Leadership	0.244	3.217	0.000
Performance of Huduma Centres	Communication	0.354	3.446	0.001

Source: (Research Data, 2018)

As shown on table 4.10, the multiple regression analysis indicated that there was a positive significant relationship between employee training, leadership and communication and Performance of Huduma Centres in Kenya. The significance values of the three independent variables were; employee training and development ($\beta=0.295$, $p < 0.05$), leadership ($\beta=-0.244$, $p < 0.05$) and communication ($\beta=0.354$, $p < 0.05$). These results correspond with the view of Mutuku (2009); Mweni (2008); Mbaka & Mugambi (2014); who revealed that organization performance was dependent on employee training, strategic leadership and effective communication policies.

Table 4.11: Correlation Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.139	1.2235		0.930	0.000
Employee Training	0.787	0.3132	0.152	2.512	0.000
Leadership	0.752	0.3425	0.154	2.195	0.001
Communication	0.645	0.2178	0.116	2.961	0.002

Source: (Research Data, 2018).

As illustrated in Table 4.11, Multiple regression analysis was conducted to determine the relationship between the consolidated variables of strategy implementation practices and the performance of Huduma Centres in Kenya. As per the SPSS generated Table (4.11) above, the equation ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon$) became: $Y = 1.139 + 0.787X_1 + 0.752X_2 + 0.665X_3$

From Table 4.11, it is established that, taking all factors into account (employee training, leadership and communication) constant at zero, firm performance will be 0.0139. The data findings analyzed also shows that taking all other independent variables at zero, a unit increase in employee training and development, leadership and communication will increase performance of Huduma Centres by a magnitude of 2.512, 2.195 and 2961. At 5% level of significance and 95% level of confidence, the

significance values of all the three variables was less than the critical value of 0.05, indicating that a significant positive relationship between independent variables (employee training, leadership and communication) and dependent variable (Performance of Huduma Centres in Kenya).

These findings concurs with that of Abdalkrim (2013) & Hrebiniak (2006); Kinyanjui & Juma (2014) who retaliates that strategy implementation practices such as training, leadership, technology, communication, policies and resource allocation not only enhance organizational performance but also enhance competitiveness of firms in the changing business environment.

CHAPTER FIVE: FINDINGS, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter presents summaries of the study findings as per the study objectives, provides conclusions based on those findings and recommendations which are based on both the study findings and other relevant literature considered necessary and vital to be used in future to improve the study situation.

5.2 Summary of Findings

5.2.1 Employee Training

The study established that employee training was correlated to organization performance despite little emphasize on periodical trainings needs assessments, the drive to equip employees with multiple skills to implement strategies formulated, delegation. The study found that most of the workers were unable to advance their careers further due to lack of flexibility and education policies. Further, it was revealed that most of the workers did not have relevant skills to perform specific tasks intended to actualize strategies formulated.

5.2.2 Leadership

The study revealed that leadership had a significant positive influence on organization performance despite little effort of embracing best strategic leadership practices to realize strategies formulated. It was noted by the study that issues of leadership were of great concern in strategy implementation and organization performance. Despite the operation of the organization, the kind of leadership was unsatisfactory since most of the leaders did not possess or embrace particular qualities to influence employee perform towards organizational goals. The study revealed that delegation of

responsibilities, motivating workers and involving workers in key decision making process was not embraced to a larger extent by top leadership and this resulted to deteriorating performance of service centres.

5.3.3 Communication

The study established that communication was attributed to organizational performance despite little emphasize on practices that enhance communication. It emerged that centralized structures were obstacles of effective communication that resulted to successful implementation of strategies thus organization performance. The study identified that feedback and creation of awareness among workers on new strategies was affected by rigidity of the structure that supported top down communication rather than two way approach of communication. Resistance from workers during strategy implementation was realized due to mechanistic structures.

5.3 Conclusion

The findings of the study indicated that employee training was a key driver of organizational performance and the study concludes that employee skill development, mentorship, delegation and motivation should be embraced for enhanced performance. Further, the study revealed that leadership was a practice that contributed to organization performance though there were more leadership that need to be addressed such as motivating workers and embracing democratic styles of management. However, the study concludes that for effective organization performance, organizations should embrace initiatives that promote participatory leadership, open communication and information sharing.

Despite the fact that communication influenced performance, it was noted that to a larger extent there was no effective communication practices in the organization.

Coordination of activities and timely communication of decisions were key challenges that hampered performance of Huduma Centres. However, the study concludes that organizations should always seek to adopt organic structures which promote information sharing, teamwork and coordination of activities to enhance their performance.

5.4 Recommendation

The study revealed that despite the fact that employee training influence organization performance, little emphasize was put on delegation and equipping employees with relevant skills to implement strategies formulated. Therefore, the study recommends that the Government of Kenya should partner with training consultancy organizations such as universities to equip employees with relevant skills by conducting periodical needs assessment.

The study established that leadership was attributed to organization performance even though to a larger extent some leadership practices were not embraced. Therefore, this study recommends that the Government of Kenya through the public service commission should ensure that leaders appointed to top leadership positions are recruited on the basis of experience, knowledge and skills to drive the institutions to realize the long term goals as stipulated by the constitution of Kenya. Top leaders should ensure they embrace best leadership practices such as participatory leadership and accountability.

The study found out that even though communication influenced organization performance, to a larger extent structures adopted discouraged two way communication. Therefore, this study recommends that the government of Kenya

through the public service commission should review the organization structure and adopt a more efficient and effective structures that encourage two-way communication approach for effective strategy implementation and organization performance.

5.5 Suggestions for Further Research

The study adopted cross-sectional research design to establish the problem that was under investigation. However, future studies should seek to adopt longitudinal and exploratory research design to investigate similar problems in the same context or other contexts. The study adopted a cross sectional and exploratory research designs to collect data. However, future studies should seek adopt longitudinal or case study research designs to collect information from finite population. This study adopted multiple regression to analyze data which focused on testing the linear effect of variables. However, this study suggests that future studies should adopt stepwise regression method and hierarchical regression method in order to test the interaction effect of moderating or intervening variables between variables.

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APPENDICES

Appendix 1: Introductory Letter

C/O;

BETTY KARIITHI

D53/EMB/PT/25582/14

KENYATTA UNIVERSITY

P.O BOX

NAIROBI

TO WHOM IT MAY CONCERN

Dear Respondent,

REF: MASTER OF BUSINESS ADMINISTRATION RESEARCH PROPOSAL

I am a student pursuing a Masters degree in Business Administration at the Kenyatta University. In partial fulfillment of the requirements to the award of the Masters degree, I am required to carry out a study on **“Strategy Implementation Practices on Performance of Huduma (Service) Centres in Kenya”**

The choice is based on your strategic importance in the achievement of organizational goals hence improved performance of the Huduma Centres in terms of efficiency and effectiveness. I kindly request your assistance by availing time to respond to the questionnaire. A copy of the final report will be made available to you at your request. The information given will be treated with utmost confidentiality for the purpose of this study only. Your assistance will be highly appreciated.

Kind Regards

Appendix 2: Questionnaire

SECTION A: DEMOGRAPHIC CHARACTERISTICS

Please supply the required data by filling in the blanks where space is provided or by ticking [✓] against the most appropriate answer.

I respondents name..... [Optional]

1. What position do you hold in Huduma Centre?.....

2. Indicate your Age

- a) Below 25 years []
- b) 26-35 years []
- c) 36-45 years []
- d) Above 45 years []

3. Indicate your Gender

- a) Male []
- b) Female []

4. Indicate your level of Education

- a) University []
- b) College []
- c) Secondary level []
- d) Primary level []

5. How long have you worked in the Service Centre

- a) Below 1 year []
- b) Between 1 - 5 years []
- c) Above 5 years []

SECTION B: STRATEGY IMPLEMENTATION PRACTICES ON PERFORMANCE OF HUDUMA CENTRES

PART A: EMPLOYEE TRAINING AND DEVELOPMENT

6. Indicate your level of agreement or disagreement with the following statements relating to the effect of employee training and development and performance of your service centre (scale 5= Strongly agree, 4= Agree, 3 = Moderately agree, 2= Disagree, 1 = Strongly disagree)

Employee Training	1	2	3	4	5
The organization conducts training needs assessment periodically to determine employee knowledge gaps					
Employees have multiple skills to perform tasks					
The organization encourages employee creativity during strategy implementation					
Employee of the organization share information on during and after strategy implementation					
Learders always encourage employees to consult when implementing strategies					
The organization allocates adequate budgets for training employees on how to implement strategic decisions					
All employee of the organization have appropriate skills to implement strategic decisions					
All employees have relevant knowledge to implement strategic decisions					
Managers and supervisors delegate their responsibilities to lower level employees					
I find trainings conducted to be of great value to organizational growth					
I find trainings conducted to be of high quality					

7. How else does employee training influence performance of Huduma Centres in Kenya?

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PART B: LEADERSHIP

8. Indicate your level of agreement or disagreement with the following statements relating to the effect of leadership and performance of your service centre (scale 5= Strongly agree, 4= Agree, 3 = Moderately agree, 2= Disagree, 1 = Strongly disagree)

Leadership	1	2	3	4	5
Huduma Centres have strategic leaders with appropriate qualities to implement strategies formulated					
Leaders develop policies that embrace the vision and mission					
Leaders have put in place policies to minimize resistance from workers					
Leaders have the drive to implement new strategies					
Leaders encourage employees to improve their skills through training					
Leaders encourage teamwork in the organization					
Leaders engage employees in key decision making					
Leaders motivate employees to implement strategies					
Leaders use a combination or leadership styles to influence employees implement strategies					

9. How else does leadership influence performance of Huduma Centres in Kenya?

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PART C: COMMUNICATION

10. Indicate your level of agreement or disagreement with the following statements relating to the influence of communication and performance of your service centre (scale 5= Strongly agree, 4= Agree, 3 = Moderately agree, 2= Disagree, 1 = Strongly disagree)

Communication	1	2	3	4	5
My organization has decentralized structures that enhance and facilitate communication					
The structure of my organization enable managers regularly communicate the progress of strategy implementation					
There is high level of interpersonal relations in the organization					
Leaders communicates appropriately when introducing new changes					
Managers give employee feedback on their performance					
There is effective coordination of activities during strategy implementation					
Managers always create maximum awareness when implementing new policies					
Employees have the spirit of working together					
The organization has open communication culture					

11. How else does communication influence performance of Huduma Centres in Kenya?

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12. What are the indicators used by Huduma Centres to measure effectiveness of strategy implementation?

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PART D: ORGANIZATIONAL PERFORMANCE

13. Indicate your level of agreement or disagreement with the following statements relating to the effect communication and performance of your service centre (scale 5= Strongly agree, 4= Agree, 3 = Moderately agree, 2= Disagree, 1 = Strongly disagree)

	1	2	3	4	5
Time taken to serve customers reflects efficiency and effectiveness					
Minimal complaints reflects customer satisfaction					
Time taken to give customers feedback is an indicator of performance					
Availability of services required is a measure of customer satisfaction					
Employee skills to handle customer queries is an indicator of firm performance					
The ability of leaders to encourage and create team work among workers is an indicator of firm performance					
The flexibility and willingness of workers to implement new changes reflects success of a strategy					
Employees feedback of performance promotes enhanced service delivery					

Thanks you for your Cooperation

Appendix 3: List of Huduma Centres in Nairobi

1. GPO Huduma Centre
2. Mkadara Huduma Centre
3. Kibera Huduma Centre
4. Eastleigh Huduma Centre
5. City Square Huduma Centre

Source: (Government of Kenya, 2018)

**Appendix 4: Kenyatta University Graduate School Data Collection Approval
Letter**

Appendix 5: National Commission for Science Technology and Innovation Letter