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**EFFECT OF STRATEGIC STAKEHOLDERS’  
ENGAGEMENT INFLUENCE ON THE STRATEGY  
IMPLEMENTATION IN THE ADMINISTRATION POLICE  
SERVICE**

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**ABSTRACT**

**Purpose of the Study:** The purpose of this study was to explore the effect of strategic stakeholders engagement influence on the strategy implementation in the Administration police service in Kenya.

**Statement of the Problem:** For organizations to achieve their goals and objectives, it is necessary for them to adjust to their environment through strategy. It is therefore imperative for the Police service to comprehend their resources and the forces that shape organizational competition. As a way of meeting these increasing demands, the police globally have embraced the issues of strategic stakeholders’ engagement. However, a significant number of strategic initiatives fail during their implementation since it has been recognized as the biggest challenge for organizations. Kenya’s Vision 2030 lays emphasis on security as crucial pillars for economic growth implying the police play a crucial role in creating the conditions in which development can take place. The Administration Police Service in trying to better its service delivery has so far drawn up three strategic plans with 2013-2017 being the current plan under implementation.

However, there has been little change in the structure, accountability and attitude of the police service to match these plans.

**Study Methodology:** This study adopted a descriptive research design. The study used purposive sampling for the where 1 county commandant, 2 deputy county commandants, 5 sub-county commandants and 10 deputy sub-county commandants were selected. Quantitative data were analyzed using SPSS.

**Results of the Study:** The study indicated that Strategic Stakeholder Engagement was positively and significantly associated to strategy implementation ( $r=0.651$ ,  $p=0.000<0.05$ ). Regression results revealed that there was a positive and significant relationship between stakeholder engagement and strategy implementation ( $r=0.117$ ,  $p=0.000$ ).

**Conclusion:** The study concluded that stakeholder engagement has a positive and significant effect on strategic implementation.

**Policy Recommendation:** the study recommended that the strategy leaders should have also created an environment that actually facilitates strategy implementation.

**Key word:** *Stakeholders, Engagement, Strategy, Implementation*

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## 1.1 INTRODUCTION

Strategy implementation is an action phase of the strategic management process involving putting the chosen strategy into practice, resourcing the strategy, configuring the organization's culture and structure to fit the strategy and managing change (Schermerhorn, 2010). Effective implementation of a strategy occurs when the resources and actions of the organizations are linked to the strategic priorities, when the objectives set are achieved and when main factors of success are identified and the alignment reporting and performance measures (Kaplan & Norton, 2011).

Implementation of a strategy is a non-linear process since it involves continually scanning the environment changes in the process and adjusting the strategy according to these changes so as not to render the strategy being implemented useless at the course of implementation. A strategy is taking a direction and scope of an organization over long-term, which enables the organization realize a competitive advantage in the ever changing

surrounding environment by reconfiguration of the organizations resources and competencies in order to satisfy the needs and expectations of its shareholders. This can consist of taking competitive moves with the ultimate aim of growth and successful competition while at the same time achieving the organizational set targets (Hough, 2010). The increased demand for better quality services from the Kenyan government has risen because of increased citizens' expectation about the quality and value of those services rise (Chemwei, Leboo & Koech, 2014).

The evaluation of strategic management is aimed at establishing the relationship between an organization and its environment in order to be successful (Mintzberg, 2015). Progress in technology, communication made it impossible for the organizations to constantly come up with strategies aimed at attaining competitive advantage. Organizations should come up with strategies that are crucial for their existence. Success of these strategies depends on their implementation (Ginsberg, 2013). However in spite of the crucial role played by strategies, the implementation process still remains a milestone to many organizations.

Beer and Eisentat (2010) suggested three issues necessary for success in implementation. First, the change process should be systemic implying that issues concerning both the systems and people in the organization should fit with each other. This is a very significant issue in the organization. Secondly, during the process of change, there should be open discussions about the issues that hinder the organization from adopting and implementing strategies. The best way to get useful information during the open discussions is to make sure that all the employees across the different levels of the organization are wholly involved. Thirdly, the authors proposed that the change process should include all the concerned stakeholders through creation of mutual partnerships.

According to Pearce and Robinson (2000); Kandie and Koech (2015), in order for organizations to achieve their goals and objectives, it is necessary for them to adjust to their environment through strategy. It is therefore imperative for the Police service to understand their resources and the forces that shape organizational competition. As a way of meeting, these increasing demands the police globally have embraced the issues of strategic management (Sterling, 2003; Kimiti, *et al.*, 2014). It is imperative to note that even the well-crafted strategies are useless if they cannot be implemented (Prasad, 2015).

However, it has been known that significant number of strategic initiatives fail during their implementation since it has been recognized as the biggest challenge for organizations (Blahová & Knápková, 2011).

Thompson and Strickland (2013) suggest that the implementation stage of strategic management is primarily administrative, and is basically a question of ensuring good fit between the chosen strategies and 'the way the organization does its things'. Another way of looking at this point is to consider implementation as interplay between several forces, of which the chosen strategy is the centerpiece. Implementing a strategy requires an organization to achieve its objectives fairly as well as efficiently. Thus of strategic organizational culture change and any adaptation that might be made to it, is there to ensure efficient coordination of effort between the various functions and activities that are taking place in the organization. Ideally, structure should act to facilitate all the major communications and the decision-making processes of an organization.

Thompson and Strickland (2013) explain their understanding of strategy implementation in two parts: implementation and execution. Implementation concerns the managerial exercise of putting a freshly chosen strategy in place while strategy execution is the managerial exercise of supervising the ongoing pursuit of strategy, making it work, improving the competence with which it is executed and showing measurable progress in achieving the targeted results. Strategy implementation is fundamentally the action oriented to make it happen. Organizing, budgeting, policy making, motivating, culture building and leading are considered as part of achieving the targeted results.

Police reforms across the world are constantly carried out as a standard practice of modern policing since they are always under great pressure from state and non-state actors to reduce the ever increasing criminal instances while at the same time operating within the confines of the law (Savage, 2007; Chtalu, 2014). Successful police reforms however are associated with proper implementation of strategic plans as a driver to open police culture as well as presenting greater opportunity for external scrutiny of policing activities.

According to Petter (2009), strategy implementation in European police is important because failure to carry out strategy can cause lost opportunities and leave police officers reluctant to do strategic planning. Lack of implementation creates problems in maintaining priorities and reaching organizational goals. The strategy execution task is commonly the most complicated and time-consuming in strategic management. Yet, strategy implementation suffers from a general lack of academic attention. This study contributed to police strategy implementation literature by developing a research model to study the extent of intelligence strategy implementation.

A study of Romanian and Bulgarian police found that, despite police reform efforts through strategic planning, police-community relations were still characterized by distrust (Andreessen & Keeling, 2012). Similar findings were also recorded in Maldives where it was found that despite implementing strategic plans there appeared to be a disconnect between the community's expectations and police priorities (Srivastava & Kotwal, 2011). Contrary findings were made within the Queensland Police Service that found that strategic planning was associated with successful reforms in the police service (Hann & Mortimer, 2003). Romanian and Bulgarian have tried to push forward police strategies, through a number of technical changes, the standardization and harmonization of the fragmented Romanian and Bulgarian police. The aim was to make the system more effective at combating organized crime and corruption, to tackle the politicization of the police that had developed during the conflict period of the 2000s, and to develop a more 'human' face towards Romanian and Bulgarian citizens. Some of the resulting challenges such as a particular and politically partial interpretation of the generally slippery concept of European police standards/practices" appear to have been created by the international partners. Such a situation has worked against the building of local ownership in the country, as the police restructuring process has been despite words to the contrary, completely foreign-driven. It has also shed a negative light over the concept of European best police standards/ practices.

According to Stodiek (2009), strategy implementation in South-Eastern Europe police faced challenges. Existing training facilities were in very poor condition sometimes requiring a complete refurbishment of classrooms and dormitories, heating and electricity systems, and the provision of furniture, office- and communication equipment and other training material. Since the unified budgets of the units were never sufficient to cover the

costs of refurbishment, the police units relied on extra-budgetary contributions and donations. Fortunately, participating States were willing to provide a sufficient amount of funding and donations. However, the allocation process of extra-budgetary funds at time delayed the refurbishment of the facilities. With regard to the build-up of their own equipment, the police units were generally satisfied with the resources they received, particularly when the units comprised only a small number of staff. The implementation of long-term projects was also hampered by frequent staff rotations within the police units and the national agencies. As most of the project managers, who were police officers, were seconded for a period of between 12 and 18 months only, they could not handle the entire project implementation process.

In South Africa, the South African Police Service plan mentions strategic practices recommendations for South African police service (SAPS) implementation strategies to minimize crime (Semenya, 2012). SAPS must involve the local community members in implementing any policy for crime prevention. For the safety of the community, SAPS must train officials with relevant skills; officials must receive training that is aligned to the objectives of the SAPS; SAPS must spend on improving resources such as more unmarked vehicle with well-trained specialized officers; SAPS must improve on effective communication system between the SAPS members and the members of the community. SAPS must utilize the community radio slot or road show system to alert the community regarding occurrence of any nature of crime in their area. It is recommended that SAPS must learn lessons from best practices implemented in developing and developed countries to combat crime. Further research therefore could be based on comparative study whereby crime prevention models and approached from other countries be discussed, explored and applied in South Africa considering the availability of required resources at national level.

According to Igbuzor and Otive (2010), there are agencies responsible for strategy implementation and Police accountability in Nigeria; these institutions have not been effective. Many of the agencies lack the resources to carry out their responsibilities. In addition, there seems to be confusion on the roles and responsibilities of the different agencies even though they are clearly stated in the laws establishing them. Furthermore, many of the agencies lack concrete strategies and plans to carry out the responsibilities

assigned to them. In addition, there is poor co-ordination and synergy between the different roles and there is no evaluation framework to measure progress.

The Administration Police Strategic Plan (2009-2013) is similar to the previous strategic plan of 2004-2009 with the inclusion of public-private partnership aspects and monitoring and evaluation system. The new 2013-2017 strategy envisions more efficient services with incorporation of technology as a strategic objective. However, there are great similarities, especially in the priorities, between these three strategic plans implying that they were consistently not satisfactorily addressed (Kiraithe, 2011). Further, preceding strategic plans have not been evaluated but the current plan only highlights the achievements that were made in previous plans with recognition of need of improvement without laying bare the challenges experienced during implementation of efforts.

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

Strategy implementation has been an expensive process that requires finance to facilitate implementation of plans. To an extent, the Kenya police service has been suffering from inadequate budget allocation and thus stalling some projects such as Housing, better remuneration and medial cover. Kiraithe (2011) noted that lack of adequate finance has been a major obstacle to the implementation of police strategic plan. The 2014-2015 national budgets by the treasury for example, had the police given 42% less of the budget estimate. Finance is necessary for procurement of services, equipment and facilities necessary for the implementation of the organizational strategy (Mascarenhas, 2013). Kiraithe (2011) noted that the police service is actually suffering from inappropriate deployment where a good number of police officers are undertaking functions, which are supposed to be carried out by other people.

It was noted that deployment of police officers without consideration of their competencies, skills as well as their safety is not helping in strategic plan achievement.

## **1.2 STATEMENT OF THE PROBLEM**

Public organizations today face major unpredictable changes as a result focusing on becoming more competitive by launching strategic plans that give them an edge over others but these plans ends up collecting dust on shelf (McNamara, 2008). This calls for a favorable strategic stakeholders engagement to enhance strategy implementation (Sum & Chorlian, 2013). Kenya's Vision 2030 lays emphasis on security as crucial pillars for economic growth and therefore the police being the main providers play a crucial role in creating the conditions in which development can take place (Safeworld & PeaceNet, 2008; Kivoi & Mbae, 2013).

The Kenya 2010 Constitution stipulates various police reforms aimed to address cases of police welfare, impunity by rogue officers, inefficiency and gross human rights violations (Kivoi & Mbae, 2013). As part of the police reform process, the Administration Police was required to produce five-year strategic development plans as a means to help them manage competing demands and identify clear priorities. The Kenya Administration Police Strategic Plan 2004–2009, The Kenyan Administration Police Strategic Plan of 2009–2013 and the new Kenyan Administration Police Strategic Plan 2013-2017 all aimed to transform APS into a world class service.

There has been reported increase of up to 30% in extrajudicial killings in 2014 from 2013 by the police (IMLU, 2014; KNHCR, 2014). The police also face constrained police-community relations for instance, in an earlier survey it was reported that 58% of Kenyans feared reporting to the police since they feared torture (IMLU, 2011, 2014; Dumbar, 2014; KNHCR, 2014, 2015). Despite moderate levels of awareness (56.3%) of community policing which is the central focus of the AP, its embrace by the community remains relatively low (9%) since up to 39% of Kenyans fear being harassed by the police during community policing activities (IPOA, 2013).

Studies by Sum and Chorlian (2013), assert that too little resources slow the process while too much funding will waste organizational resources and reduce the financial performance. Capital allocation therefore must be well distributed and thought of to



promote adequate strategy implementation. Financial resources can be a constraint on implementation of strategic plans. Management often finds it necessary to prioritize its strategies to make a judgment about which ones are most critical to implement given the finite or even scarce financial resources available. Schmidt (2013) asserts that an organization's budget should reinforce its strategic plan. In times of declining resources, it is even more critical that budget development and strategic leadership and communication be tightly connected to ensure funding shortfalls do not hinder implementation of strategy.

Conceptual gap is presented in the studies of Magiri, Ngui and Mathenge (2018) conducted a study on factors affecting strategy implementation in Kenya police. The variables used were resource availability and organization structure while the current study will use strategic stakeholders' engagement as the variable. Bertha (2018) conducted a study on the effect of strategic management practices on service delivery of administration police with use of strategic staff competency practice, organizational command structure practice and strategic corporate communication practice. The study presents a gap as the current study used leadership style, strategic communication, strategic organizational culture and strategic stakeholders' engagement as the variables. Titus (2017) conducted a study on strategic responses by administration police service in Kenya to crime prevention in Nairobi County with use of Community Engagement and Partnership, Strategic responses and Stakeholder Development as the variables. The study further focused on the strategic responses in Administration Police while the current study looked into strategy implementation in administration police in Kenya with using strategic stakeholders' engagement as the variables.

Contextual gap is presented in the studies of Somi (2017) studied the influence of strategy implementation on performance of government owned entities in Kenya. The study looked into strategy implementation in the government owned entities using reward structures, strategic evaluation and strategic alignment as the study variables while the current study focused on the Administration police. Muchira (2013) conducted a study on the relationship between strategy implementation and performance in commercial banks in Kenya while the current study will focus on the administration police.

These various studies done across different exchanges form the research gap and basis of undertaking this study. Therefore, this study sought to explore the effect of strategic

stakeholders' engagement influence on the strategy implementation in the Administration police service in Kenya.

### **1.3 OBJECTIVE OF THE STUDY**

1. To explore the effect of strategic stakeholders' engagement influence on the strategy implementation in the Administration police service in Kenya.

### **1.4 RESEARCH HYPOTHESES**

**H<sub>0</sub>**: Strategic Stakeholders engagement influence has no significant effect on the strategy implementation in the Administration police service in Kenya.

## **2.1 THEORETICAL REVIEW**

### **2.1.1 Open Systems Theory on Engagement**

Ludwig von Bertalanffy (1956) initially developed open system theory and it denotes that organizations are intensely subjective to their environment. The view of organizations as open social systems that must interact and be engaged with their environments in order to survive is known as the systems theory approach. Organizations depend on their environments for several essential resources from stakeholders: customers who purchase the product or service, suppliers who provide materials, employees who provide labor or management, shareholders who invest, and governments that regulate ecological (Morrison & Wilson, 2006).

Open systems survive and thrive by continually engaging stakeholders in gathering resources, creating information feedback loops for self-regulation, and restoring a steady state or equilibrium after any disruption to the system by its environment thus the systems can reach a particular goal through many different paths, depending on the circumstances present in the environment (Rosenbaum, 2002). Police agencies as public entities, engage in new management practices, adopt new technology or engage in new activities to provide better services thus their commitment to the proposed strategy will be an indicator of the their overall commitment to its implementation (Williams, 2015). Moreover, it is portrayed that police organizations may be considered as open systems such that the greater the amount of information shared by a policing system with its environment, the greater the degree of openness. This leads to potentially higher levels of unplanned changes since the organizational system will not be in sufficient control of its

environment to prevent such events (Hart, 2009). Strategic implementation is an action-oriented concept aimed at making organization more effective by focusing on the environmental context in which the organization operates and helping to produce decisions that work within the environment.

Open Systems Theory is relevant as it explains how organizations thrive by continually by engaging other stakeholders in gathering resources, creating information feedback loops for self-regulation, and restoring a steady state or equilibrium after any disruption to the system by its environment thus the systems can reach a particular goal through many different paths, depending on the circumstances present in the environment. Police organizations may be considered as open systems such that the greater the amount of information shared by a policing system with its environment, the greater the degree of openness.

## **2.2 EMPIRICAL LITERATURE**

### **2.2.1 Stakeholders' Engagement and Strategy Implementation**

Shimechero (2010) noted that an organization's value is created when it meets the needs of the firm's important stakeholders in a win-win fashion by attending to the interests of all the stakeholders - not just their shareholders. The success of an organizations strategy implementation process will depend on the level of involvement of stakeholders; both internal and external. In his study, Kipkurui (2014) found that the National police service had widespread consultation in process during the development of its strategies; however, he noted that there was no of cooperation from the judiciary.

Nyongesa (2013) in her study on challenges facing strategy implementation in the Kenya police noted lack of cooperation from senior officers especially those in the field, rampant corruption within the system, inadequate finance, and political interference to the running of the police as major challenges. In addition, poor training, failure to embrace information technology at times leading to slow decision making, inadequate human resources, lack of modern security equipment's and continued changes in rules and regulations a times throwing police to a state of confusion.

## **2.3 CONCEPTUAL FRAMEWORK**

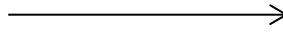
### **Stakeholders Engagement**

- Involvement
- Support
- Cooperation
- Knowledge and awareness

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### **Strategy Implementation**

- No of targets set
- Target realization



## Figure 1: Conceptual Framework

### 3.0 RESEARCH METHODOLOGY

This study used positivism research philosophy that reflects the belief that reality is stable. This study adopted a descriptive research design, which generally describes the characteristics of a particular situation, event or case. Both quantitative and qualitative research approaches was used. The target population comprised 450 APs in the Coastal Region of Mombasa, Lamu, Kilifi and Kwale Counties in leadership.

$$n = \frac{N}{1+Ne^2}$$

Where;

n = sample size

N = the total population of the Corporal (376)

e = margin of error (0.05 degree of precision)

Using the formula given above, the sample size was calculated as follows;

$$n = \frac{376}{1 + 376 \times 0.05^2} = 193.81 \approx 194$$

Therefore, the total sample size of the study was 212. The study did use primary and secondary data that was largely quantitative and descriptive in nature. Primary data refers to information that a researcher gathers from the field. Data collected from secondary sources was available from the published journals, annual reports and financial reports.

Regression model

$$Y = \beta_0 + \beta X + \epsilon$$

Y is the dependent variable (Strategy Implementation)

X is Strategic Stakeholders Engagement

$\epsilon$  is the error of component 0 and for purposes of computation, the  $\alpha$  is assumed to be 0. The equation was solved by the use of statistical model where SPSS was applied to generate the t-value.

## 4.1 RESULTS AND DISCUSSIONS

### 4.1.1 Descriptive Statistics

**Table 1: Descriptive Analysis on Stakeholder Engagement**

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
We involve other relevant stakeholders in the formulation of strategies hence assisting strategy implementation	14.1%	48.7%	18.6%	17.1%	1.5%	2.4	1.0
We involve relevant stakeholders in the implementation of strategies hence assisting in the success of strategy implementation	15.1%	49.2%	31.7%	4.0%	0.0%	2.3	0.8
We request for support from government agencies which helps in implementing our strategies at the APS	2.5%	3.5%	16.6%	51.8%	25.6%	3.9	0.9
We get support from the county government which helps in implementing our strategies at the APS	0.0%	7.0%	17.6%	53.3%	22.1%	3.9	0.8
We get support from the senior officers in the APS which helps in implementing our strategies	6.0%	21.6%	16.1%	44.2%	12.1%	3.4	1.1
We share responsibilities amongst the shareholders which helps in implementing our strategies	3.0%	15.6%	9.0%	54.3%	18.1%	3.7	1.0
There is continuous cooperation in matters on strategy at the APS which helps strategy execution in our county	0.0%	20.1%	25.6%	38.2%	16.1%	3.5	1.0
<b>Average</b>						<b>3.3</b>	<b>0.9</b>

Results in Table 1 shows that majority 62.8% (14.1%+ 48.7%) disagreed that they are involved their stakeholders in the formulation of strategies, 18.6% were neutral and a

further 18.6% agreed. This implies that stakeholders were not involved in the formulation of strategies. Also the respondents were asked whether they involve their stakeholders in the implementation of strategies hence assisting in the success of strategy implementation 64.3% disagreed, 31.7% of the respondents were neutral whilst 4.0% agreed. This clearly demonstrated that stakeholders were not involved in the implementation of strategies.

Further, the respondents were asked whether they get support from the national government that helps in implementing their strategies at the APS, 6% disagreed, 16.6% of the respondents were neutral, while 77.4% of the respondents agreed. This shows that indeed there was government support. When asked whether the respondents get support from the county government that helps in implementing their strategies at the APS, 7% disagreed, 17.6% were neutral and 75.4% agreed. This shows that there was support from the County Government too. On sharing responsibilities, the respondents were asked whether they share responsibilities amongst the shareholders that helps in implementing their strategies, 18.6% disagreed, 9.0% of the respondents were neutral, while 72.4% agreed. This can be taken to imply that there was sharing of responsibilities amongst shareholders in a bid to help in implementing strategies.

Lastly, the respondents were asked on whether there is continuous cooperation in matters strategy at the APS that helps strategy execution in their County and the responses were varied. 20.1% of the respondents disagreed, 25.6% were neutral, 54.3% agreed. This shows that there was continuous cooperation in matters strategy. Averagely, 29.5% disagreed, 19.3% were neutral and 51.2% agreed on stakeholder involvement in the implementation of strategy.

Overall, the average mean of the responses was 3.3 which means that majority of the respondents were agreeing to the statements in the questionnaire. The standard deviation was 0.9 meaning that the responses were clustered around the mean response. The statement agree with Shimechero (2010) who noted that an organization's value is created when it meets the needs of the firm's important stakeholders in a win-win fashion by attending to the interests of all the stakeholders - not just their shareholders. The success of an organizations strategy implementation process will depend on the level of involvement of stakeholders; both internal and external.

**Table 2: Descriptive Analysis on Strategy Implementation**

<b>Statements</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Mean</b>	<b>SD</b>
Our County has achieved most of its set targets	3.5%	20.6%	9.5%	45.7%	20.6%	3.6	1.1
There is harmonious working relations in the APS in our County as a result of strategy implementation	3.5%	23.1%	5.5%	53.3%	14.6%	3.5	1.1
Strategy implementation has resulted in timely response by the APS to issues raised by the citizens in our County	0.0%	5.5%	26.6%	46.7%	21.1%	3.8	0.8
We have improved police morale/motivation in the APS in our County as a result of strategy implementation	12.6%	16.1%	17.6%	37.2%	16.6%	3.3	1.3
The citizens or members of the public are free to share issues with the police as a result of strategy implementation	0.0%	22.1%	13.6%	42.7%	21.6%	3.6	1.1
We have recorded minimal complaints in the past 4 years as a result of strategy implementation	0.0%	30.2%	13.6%	42.2%	14.1%	3.4	1.1
<b>Average</b>						<b>3.5</b>	<b>1.1</b>

Results in Table 2 shows that majority 66.4% (45.7% + 20.6%) agreed that their County has achieved most of its set targets had varied responses with 24.1% of the respondents disagreeing, 9.5% being were neutral. This implies that there is reduction in crime rates due to implementation of strategy. When asked on whether there is a harmonious working relation in the APS in their County because of strategy implementation, 26.6% disagreed, 5.5% of the respondents were neutral whilst 67.9% agreed, and implying there was harmonious working relations amongst the APs towards strategy implementation.

The respondents were asked whether strategy implementation has resulted in timely response by the APS to issues raised by the citizens in their County 5.5% agreed, 26.6% were neutral 67.8% of the responses agreed showing that there was timely responses to issues affecting citizens due to implementation of strategy. The respondents were asked whether there has been improved police morale/motivation in the APS in Their County

because of strategy implementation 29.7% disagreed, 17.6% were neutral whilst 53.8%. This can be construed to mean that there is improvement in morale in the APs in Their county but this is not across board due to the 29.7% which cannot be wished away. In addition, the respondents were asked whether the citizenry or members of the public are free to share issues with the police as a result of strategy implementation and 22.1% disagreed and a majority 42.7% were neutral and 21.6% agreed. Generally, the public does not feel free to share issues with the police.

Lastly, the respondents were asked whether they have recorded minimal complaints in the past 4 years as a result of strategy implementation and a majority 43.8% disagreed, 42.2% were neutral while 14.1% agreed. Generally, the implementation of strategy has not really worked in terms of reduction in the number of complaints but 14.1% of respondents assert so. Averagely, 22.9% disagree on whether strategy implementation has worked, 14.4% are neutral on this and at the same 62.7% agree that implementation has worked in their County.

Overall, the average mean of the responses was 3.5 which means that majority of the respondents were agreeing to the statements in the questionnaire. The standard deviation was 1.1 meaning that the responses were clustered around the mean response. The findings agree with Johnson & Scholes, (2002) who summarized the characteristic of strategy as being the direction and scope of an organization over long-term, which achieves advantage in a changing environment through its configuration of resources and competences with the aim of fulfilling stakeholders' expectations. Further, the study noted that in spite of the importance of strategy implementation in organizations' success and their achieving goals, most of them fail to implement those strategies efficiently, however with the rapidly changing world as an organization they have to embrace strategic mechanisms for them to be successful.

#### 4.1.2 Correlation Analysis

**Table 3: Correlation Analysis**

Variable	Strategy Impleme ntation	Strategic Stakeholder Engagement
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Strategy Implementation	Pearson Correlation	1.00	
	Sig. (2-tailed)		
Strategic Stakeholder Engagement	Pearson Correlation	.651**	1.00
	Sig. (2-tailed)	0.00	

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

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The results in table 3 indicated that Strategic Stakeholder Engagement was positively and significantly associated to strategy implementation ( $r=0.651$ ,  $p=0.000<0.05$ ).

### **Hypothesis Testing for Stakeholder Engagement**

**H<sub>0</sub>: Stakeholder Engagement has no significant effect on the strategic implementation in the Administration police service**

The hypothesis was tested by using multiple linear regression and determined using p-value. The acceptance/rejection criterion was that, if the p value is less than 0.05, we reject the H<sub>04</sub> but if it is more than 0.05, the H<sub>04</sub> is not rejected. Therefore, the null hypothesis is that stakeholder engagement has no significant effect on strategic implementation in the Administration police service in Kenya. Results in Table 4.24 shows that the p-value was 0.000. This was supported by a calculated t-statistic of 4.313 that is larger than the critical t-statistic of 1.96. The null hypothesis was therefore rejected. The study therefore adopted the alternative hypothesis that stakeholder engagement has a significant effect on the strategic implementation in the Administration police service in Kenya.

### **Effects of Stakeholder Engagement on Strategic Implementation**

The fourth objective of the study was to determine the effect of Stakeholder Engagement on Strategic Implementation in the Administration police service in Kenya. Regression of coefficient revealed that there was a positive and significant relationship between Stakeholder Engagement and Strategic Implementation ( $r=0.117$ ,  $p=0.000$ ). This was supported by a calculated t-statistic of 4.313 that is larger than the critical t-statistic of 1.96. This means that a unitary improvement in Stakeholder Engagement leads to an improvement in Strategic Implementation by 0.117 units holding other factors constant.

This is in agreement with Shimechero (2010) who noted that an organization's value is created when it meets the needs of the firm's important stakeholders in a win-win fashion by attending to the interests of all the stakeholders - not just their shareholders. The success of an organizations strategy implementation process will depend on the level of involvement of stakeholders; both internal and external.

## **5.0 CONCLUSION**

Based on the findings, the study concluded that stakeholder engagement has a positive and significant effect on strategic implementation. The study concluded that the counties had achieved most of its set targets and there were harmonious working relations in the APS because of strategy implementation. Lastly, there were minimal recorded complaints in the past 4 years because of strategy implementation. An institution should take into consideration the needs, interests and influences of peoples and groups who either impact on or may be impacted by its policies and operations. Therefore stakeholder-oriented policies are justifiable based upon the supposition that they do hold legitimate interests in the organizational activities that should be taken into consideration by administrators. Therefore administration police should consider the interest and the influence of these public during the development and implementation of its strategies. It is expected that in the present day open society, the role of the public in the implementation of the administration police will grow in importance due to public interest.

## **6.0 RECOMMENDATIONS**

The study recommended that the Kenyan Government should also ensure that the policies and guidelines are put in place that can clearly guide who is to lead in the Administration Service. The managing staff at APS, with better leadership and management of staff and motivating the staff, must lead the staff in better performance of their jobs in line with strategies. This will allow them to relate the daily activities of personnel with business priorities in high levels.

Managers have to consider the many factors involved in a complex and dynamic situation before making decisions that implement actions that will influence the effectiveness, efficiency and ultimately the sustainability of their organizations. In order for an organization to achieve successful implementation results, the staff should empower and

give authority to employees to make decisions that will enable an appropriate strategy implementation process. The study recommends that the academicians, scholars and county executives should team up to develop theories on determinants of strategic implementation that will enhance the knowledge of strategic implementation in the developing world instead of relying more on theories from the western world. The government should work with the County Administration police to develop a curriculum that has a blend of theory and institutional practice with emphasis on strategic implementation practices.

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