

**STRATEGIC PRACTICES AND PERFORMANCE OF THE MINISTRY
OF INDUSTRIALIZATION AND ENTERPRISE DEVELOPMENT OF
KENYA.**

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ABSTRACT

Strategic practices effectiveness is a requirement for organizations not only to be successful with current undertakings, but also to be successful in the future. Outstanding organizational performance invariably maps to the strategic practices within an organization. The purpose of this study was to establish the strategic practices and performance of the ministry of industrialization and enterprise development in Kenya. The study used cross-sectional survey research design. The study's population was the ministry of industrialization and enterprise development in Kenya. The unit of observation was the 300 employees at MOIED. The unit of analysis was a middle and top manager who reports to the Cabinet Secretary in the MOEIED. The study used both stratified sampling technique and simple probability sampling to come up with the sample. The study used a cross-sectional survey research design. Cross-sectional surveys involve data collection from a population, or a representative subset, at one specific point in time.

The sample size was 120 middle and senior managers. The study used primary data which was largely quantitative and descriptive in nature. Primary data was collected through questionnaire. A pilot study was conducted to measure the research instruments reliability and validity. Descriptive and inferential analysis was conducted to analyze the data. The data was presented using tables. Results revealed that strategic practices had a positive a significant relationship with the performance of MOIED in Kenya. However, the magnitude of the influence was different for the specific strategic practices.

Further, results revealed that strategic practices had a positive a significant relationship with the performance of MOIED in. However, the magnitude of management commitment was higher than that of the communication channels used in the ministry. Further, the results showed that organization culture only had a positive and significant moderating effect on the performance of MOIED in Kenya. The study recommended that MOIED should adopt a culture of conducting trainings on leadership competencies. This could go a long way in ensuring better performance of the MOIED.

INTRODUCTION

1.1. Background of the Study

This chapter examined the strategic practices in the ministry of industry and enterprise development. Firstly, a brief introduction and background of the concept of strategic and the ministry of industry and enterprise development shall be given. The reader was introduced to the statement of the problem and objectives of the study, statement of the problem, research questions, significance of the study and scope of the study, considering the strategic practices and performance, effects as well as characteristics of best practices of successful strategic practices and performance. Subsequently it will report contribution of the study and structure of the thesis.

Before strategic can be implemented, it has to be formulated. According to Sterling (2003) the inconvenience isn't with itemizing of a strategy; the inconvenience goes with execution. It is routinely thought to be a troublesome endeavor for any organization to detail a solid strategy practices, yet executing that preparation all through the affiliation is considerably more troublesome.

However, the significance of strategic implementation in organizations' prosperity and their accomplishing objectives, most of them neglect to execute those methodologies productively (Sterling, 2003). It is important to note that even the well-crafted strategic practices are useless if they are not implemented.

Universally, the public sector has grasped the vital change strategies in connection to the organizational structures, in their everyday administrations because of flow in the public service sector. All organizations are unique and the connection between any organization and its condition is the methodology it implements. For organizations to stay focused in the dynamic, mind boggling and capricious condition, strategic implementation is vital. Organizations change consistently in light of the fact that they are open frameworks in steady communication within the industry.

Organizations utilize strategic to decide objectives and targets to recognize vital approaches and allotment of resources important to accomplish the set objectives. According to Pearce and Robinson (2000), with the end goal for associations to accomplish their objectives and destinations, it is essential for them to acclimate to their condition through strategic practices. As of now the London's public sector is viewed as the best on the planet as far as key practices usage. As an organization, they endeavor to remain the best specialist organization on the planet and organization with a demonstrated history. They know they have the qualities and they have constructed a model to be emulated, for best administrations.

Regionally, the South African public sector is seen as an organization that has executed strategic practices effectively. The South African government has mixed the standards of New Public Management (NPM) in the change and re-development of strategic change management practices in broad public organizations, for example, the police service. Andrews (2014) affirms that the performance of South African Public Service is aligned with the principles in the NPM.

As an organization, the South African public sector then had to transform its strategic practices to affect forecast and activate rather merely respond to environmental forces (Legget, 2009). The

strategic practices give such an instrument for accomplishing the organizations outcomes inside a dynamic domain without a strategic. An effective strategic practice and the similarly successful performance of the strategic are most solid indications of a good management (Haines, 2000).

Porter (2010) provided a framework that models an industry as being influenced by five forces; new entrants, threats of substitutes, bargaining power of buyer, bargaining power of supplier, and rivalry among the existing firms. Porter's competitive strategic concept forms the basis for much of modern business strategic.

Locally, MOIED, mandated to promote Industrialization and Enterprise Development through:

- i) Industrialization and Cooperative Policy formulation and performance;
- ii) Performance of the Industrial Property Rights regime;
- iii) Private Sector Development Policy and Strategic;
- iv) Quality Control including Industrial Standards development;
- v) Co-operative Savings, Credit and other Financial Services Policy and regulation; and
- vi) Development of Micro, Small and Medium Enterprises and Buy Kenya policy.

This study is founded on two theories; Resource based theory (RBT) and competitive advantage theory. Proponents of RBT contend that it isn't nature however the resources of the organization, that frame the establishment of the organizations' technique. The resource based view show and the industrial based model are utilized by organizations to produce the key sources of information expected to effectively detail and execute procedures and to keep up strategic adaptability (Hitt, Ireland and Hoskisson, 2005). Hitt *et al* (2005) supported this argument by stating that an organization's unique resources and capabilities provide the basis for a strategic.

It is obvious that the biggest challenge for organizations today is not formulation but rather strategic performance (Blahova *et al.*, 2011). The purpose of this research is to examine strategic practices performance of the ministry in Kenya and by identifying them, to achieve an intended pattern that can increase the success of performance and achieving strategic goals which have been already formulated in strategic planning. The study will focus on the Ministry of Industrialization and Enterprise Development.

1.1.1. Concept of Strategic

Back in 17th century, the British and Dutch east India trading ocean and Indonesia (Witzel, 2004). This war kept going right around a century, notwithstanding when Britain and the Netherlands found a sense of contentment. It is trusted this was being connected to business. Among the prominent influencers of techniques influenced by military science incorporate; the craft of war, the achievement of Fredrick the Incomparable and a Chinese classic great by Sub Tzu in the 4th Century BC.

In the 1960s, strategic practice was an extremely well known idea in the corporate world, and it concentrated more on budgeting. In the 1970s, strategic practices turned out to be much more well-known and helped organizations to react better to business sectors and rivalries by surveying their choices and using resources accessible to them. After 10 years saw a response against strategic practices and a move towards strategic implementation where rather than just putting the accentuation on practices, and where resources were to give competitive advantage. In 1990s, the accentuation had moved to hunting down new standards on strategic practices.

As indicated by Arthur, Strickland and Bet. (2007), an organization's vital practice includes the engaged moves and business approaches that boss are using to build up the business, pull in and please customers, battle viably, lead activities and achieve the concentrated on levels of affiliation execution.

Strategic management is the procedure whereby all the legitimate limits and resources are joined and created to realize arranged frameworks which are agreed with condition, in order to achieve the long haul focuses of the association and consequently get a high ground through including a motivator for the accomplices (Ehlers and Lazenby, 2007). The most essential term here is 'upper hand'. What improves one firm than another? For what reason do a few organizations beat their adversaries with less assets, capital and even master representatives? The appropriate response lies in upper hand. Upper hand is the edge that an organization has over others. To have the capacity to accomplish such an upper hand, an organization needs to address the issue of partners, which implies including esteem. Including quality can be characterized as adding certain attributes to the item or management that contender and client (or different partners) can't do themselves.

Consequently, so as to accomplish upper hand, esteem ought to be included and this is finished by the procedure of key practices. In help of the idea of including esteem Ehlers *et al* (2007), characterize key administration as, the procedure which associations figure out what esteem is required and how to include that esteem. It implies guaranteeing that association can adapt viably to horde of requests set on them from inside and without. Chandler's meaning of vital administration was utilized to speak to the linear model.

1.1.2. The Ministry of Industrialization and Enterprise Development

The Ministry of Industrialization and Enterprise Development (MOIED) is mandated to propel Industrialization and Undertaking Advancement through: Industrialization and Helpful Approach itemizing and execution; Execution of the Modern Property Rights organization; Private Sector Advancement Strategy and Key; Quality Control including Mechanical Principles change; Co-specialist Investment funds, Credit and other Budgetary Administrations Arrangement and bearing; and Development of Micro, Small and Medium Enterprises and Buy Kenya arrangement.

The service has created vital, far reaching and incorporated projects to manage Kenya on its adventure to industrialization. The projects are guided by Kenya Vision 2030, the nation's financial improvement outline that means to change Kenya into a recently industrializing, "center wage nation giving a top notch life to every one of its residents by the year 2030". The target of the Economic Pillar of Vision 2030 is to make a vigorous, differentiated and aggressive assembling part in three ways: boosting neighborhood generation, growing to the provincial market and exploiting worldwide market specialties.

In the course of recent years, Kenya's assembling base has stayed static at 11% of the nation's GDP, and its mechanical fares have diminished in supreme terms. Expanding this base is basic to work creation and monetary development and in addition local and remote speculation. We have recognized open doors that will dramatically increase the measure of current formal assembling part occupations to roughly seven hundred thousand and add USD 2 to 3 billion to our GDP.

To understand these open doors, the need to conquer six difficulties: framework and land accessibility, abilities and capacities in need parts, nature of sources of info, cost of operation,

access to business sectors and financial specialist cordial strategies. We have built up a five-direct system toward catch these open doors throughout the following ten years.

Their Vision is to make Kenya Globally competitive and sustainable industrial, enterprise and cooperative sector and Mission is to create an enabling environment for a globally competitive, sustainable Industrial, enterprise and Co-operative sector through appropriate policy, legal and regulatory framework. In order to reactivate the rapid and sustainable growth of the industrial and enterprise sector in Kenya, the following guiding principles adapted from the National Industrialization Policy (NIP) was embraced

Enhancing productivity and competitiveness: The policy emphasizes increased productivity and competitiveness as one of the key guiding principles for expanding and maintaining the domestic and export markets in a liberalized environment. Market access: The Plan takes cognizance of the need to regional and global markets for Kenya's manufactured. High value addition and diversification: The Plan seeks to take advantage of the existing natural and human resource endowment to open up avenues value addition, creation of wealth, and employment generation It focus on promotion of processing of primary products. Equitable development:

The Plan lays a structure for fair scattering of businesses all through the nation keeping in mind the end goal to quicken the pace of advancement in all territories. Innovation and development: The Plan presents methodologies for starting advancement and mechanical headway for boosting profitability and aggressiveness of the modern part. Reasonable exchange hones: The Plan looks to establish a framework for building up the vital foundation or upholding Intellectual Property Rights to make a level playing stage for reasonable rivalry by guarding against property rights encroachment counteracting dumping of fakes and substandard and second hand products. Development and graduation of MSMEs: The Plan grasps the guideline of advancing the development and graduation of MSMEs into huge enterprises that will shape the bedrock of industrialization. Business Creation: This Plan targets quality and supportable work creation. Natural Sustainability: The Plan perceives the need to advance practical modern improvement that maintains ecological insurance, administration and productive asset use. Consistence with the Kenya's Current Constitution: The Plan advocates for strategic, lawful, and administrative changes to upgrade consistence with the arrangements of the Constitution and considers the established arrangements for a regressed structure of government and the specific call to energize territorial dispersal of enterprises as a reason for value and strengthening the country over. Instruction and human asset improvement: The strategic perceives that industrialization can just happen when there is a solid and all around prepared workforce from all levels of preparing.

1.1.3. Strategic Practices and Performance

Strategic implementation includes arranging, resourcing and utilizing strategic practices. Implementation process is a preferably more mind boggling than either investigation or choice stage. Effective procedure execution depends upon the data got in the methodology examination arrange. It is imperative that associations know about their interior qualities and shortcomings and their outside circumstances and dangers.

Consequently, it can be contended that whether a system rehearse is effective or unsuccessful depends independently on its implementation and their collaboration. To be specific, strategic implementation isn't just identified with how well the strategic practice is defined yet in addition how well they are actualized. In reality, unless effectively connected, even the methodology carefully outlined and accurately anticipated is practically valueless. While technique definition

and application are works firmly associated with each other, execution of the methodology is the most intricate and tedious piece of strategic management.

Strategic practices and implementation covers practically every part of the administration and it should be begun from a wide range of focuses inside the association (Shah, 2005). Compelling execution calls for exceptional, innovative abilities including administration, accuracy, and scrupulousness, separating intricacy into edible errands and exercises and conveying in clear and compact courses all through the association and to every one of its partners (Cocks 2010). Though it is just fine to think of a splendidly figured procedure, it is very another to actualize it. Barely any associations actualize a vital arrangement sans preparation.

Execution includes reconfiguration of the association's asset base, bringing the association's way of life and structure into such a position, to the point that encourages an effective result. It is essential to comprehend the way that a procedure being attempted does not imply that the association's condition isn't evolving (Campbell *et al.* 2002). He goes further and says that there may have been a few changes in nature since the past vital investigation was attempted. Some of these progressions may imply that the system being executed is never again proper.

At each phase of execution, the business needs to persistently re-assess its condition. Execution arrange is where we see a move in obligation, from the key level down to divisional or practical supervisors. This exchange of duty from few to many at times goes about as a boundary and without a doubt a test to methodology practices and execution.

1.2. Statement of the Problem

Problems with performance continue unabated (AL-Ghamdhi 2005). Though the reason for the failure of strategies is viewed to be strategic practices and performance process in the strategic management literature, this issue has attracted less attention than the issue of strategic formulation in research.

Locally these studies include those done by; Nyika (2007), Magambo, (2012), Okinda (2008), Wambugu (2006) among others. Although Okinda (2008) carried out a study on strategic implementation in Kenya, he sought to explore the extent to which organizations in Kenya have adopted strategic planning practices and to establish the challenges they face in pursuit of their strategic planning practices. The emphasis was on strategic planning practices. In the International context, AL-Ghamdi (2005), Koseoglu et al, (2009), Nadar *et al*, (2011), Okumu (2003) among others. The literature indicates that several studies have been conducted in various industries to identify the challenges of strategic practices and performance. However, none have been conducted with focus on the ministry in Kenya. This is especially important given the unique role the ministry plays.

There still exists a gap as far as strategic implementation in the ministry in Kenya is concerned. In an attempt to bridge the gap, this research will focus on determining the challenges of strategic practices and performance in ministry of industrialization and enterprise development in Kenyan context.

1.3. Objective of the Study

The main aim of this study is to investigate the strategic practices and performance in the ministry of Industrialization and Enterprise Development.

1.3.1. Specific Objectives

- i. To determine the effect of Management commitment and performance of the MOIED of Kenya.
- ii. To assess the influence of communication channels and performance of the MOIED of Kenya.
- iii. To evaluate the role of activity coordination and performance of the MOIED of Kenya.
- iv. To examine the effect of organization culture and performance of the MOIED of Kenya.

1.4. Research Questions

- i. To what extent does Management commitment affect performance of the MOIED?
- ii. How does a communication channel influence performance of the MOIED?
- iii. What are the roles of activity coordination on performance of the MOIED?
- iv. To what extent does organization culture affect performance of the MOIED?

1.5. Significance of the Study

Strategic practices are an important function in any organization as it involves motivating, inspiring and influencing others towards a common organization goal. Each strategic practice impacts organizational performance differently necessitating this study on how strategic practices have influenced performance of MOIED. Developing good strategic practices in MOIED has a positive effect on private corporations; a reverse-mentoring process can occur where companies take the lead and mentor the public sector. Thus, the study would be beneficial to the following groups of persons due to its informational value.

Strategic practices affect the development, functioning and management of organizations thus improving the performance of these organizations. In Kenya, due to poor strategic practices, parastatals like Pan Paper Mills and Kenya Meat Commission are at the verge of collapsing after incurring heavy losses and debts. Others like Kenya National Assurance Company are under receivership while others such as Uchumi Supermarket and Kenya Creameries Co-operative were privatized after collapsing. The findings and recommendations of the study would be an eye opener to these corporations and provide them with the opportunity of improving its strategic practices.

Strengthening strategic practices at corporation level might be a viable option for Kenya as a country which is faced by major strategic practices challenges characterized by corruption and misallocation of resources. Better performing public sector owing to good practices would contribute to improved economic performance which will be beneficial to the entire country. Besides, better performance would lead to better, efficient and effective service delivery to the citizens and advantageous as such since MOIED providing utility services do not receive competition from the private sector.

Additionally, bilateral and multilateral donor organizations and creditors wish to know practices of MOIED so as to make informed decisions on whether to finance them or not. This study will highlight the practices in the MOIED and provide suggestions for remedy. The donors and the government will, therefore, realize value for every shilling they spend in accountable, transparent and properly led corporations. This will further have a trickle-down effect on the economy.

Lastly, given the limited knowledge in the same field, the findings of this study may also be used as a source of reference for other researchers. Similarly, this study will be of great significance to

the academicians and strategic consultants as they seek to increase their knowledge on the effect of strategic practices on the performance of MOIED in Kenya.

1.6. Scope of the Study

The study targeted all the departments of the ministry of industrialization and enterprise development in Kenya. The study targeted middle and senior level managers in the ministry who are all based in headquarters and satellite offices within Nairobi.

1.7. Limitations of the Study

A number of limitations were faced during the study. There was difficulty in gaining access to the sampled respondents who work in the MOIED. Additionally, the conservative nature of some employees regarding information disclosure rendered data collection difficult. To delimit this limitation, the researcher reached the prospective respondents and asked for permission from MOIED management so as to get introduction letter and requisite permission for collecting data.

There was difficulty in gauging the objectivity of the respondents in responding to the research instruments especially owing to the information sought by the study. This limitation was overcome by obtaining official consent to carry out this study among the selected MOIED and assuring the respondents that confidentiality would be maintained and the information used for academic purposes only.

The limitations of the study is included in the methodology; that is, the method that established internal and external validity of findings. This includes: the error drawing descriptive or inferential conclusions from sample data about a larger group. Data drawn from a truly representative sample allowed the study to make generalizations assuming the sample is large enough and randomly selected. To overcome this limitation, the study used 70% of the population in calculating the sample size which was large enough to ensure normal distribution.

1.8. Organization of the study.

Chapter one provided the research background, research objectives, significance of the study, scope, and the limitations encountered in the course of the study. Chapter two presented literature review on the theories on strategic implementation and its challenges and a conceptual framework. Chapter three dealt with the research methodology employed in the study; the study findings and their interpretation was presented in chapter four; while chapter five have conclusions of the study and the policy implications.

LITERATURE REVIEW

2.1. Introduction

This chapter presents a review of the related literature on strategic performance presented by various researchers, scholars, analysts and authors. The specific areas covered here are theoretical review, empirical review in relation to strategic practices and performance, the conceptual framework and finally the measures to improve the strategic performance.

2.2. Theoretical Literature Review

This study applies the asset construct hypothesis in light of HR and dissects its impact on system practices and execution. The resource based hypothesis (Wernerfelt, 2004 and Barney, 2003)

concentrates on inside qualities and shortcoming in hierarchical assets, indicating how forms are overseen and how the assets are apportioned and conveyed, all keeping in mind the end goal to aid the execution of the methodologies. As per Barney (2003) to effectively actualize techniques, assets must be key. The asset based point of view in a contemporary view incorporates an organization's components, for example, structure, correspondence inside a group of players endeavoring to facilitate data scattered among them and duty of the key players in an association administration keeping in mind the end goal to completely guarantee appropriate methodology practices and execution (Barney, 2003).

2.2.1. Resource Based View

The adequacy of firm procedures relies upon the usage and misuse of existing assets. To the degree that organizations have pools of under utilized assets, these make one of a kind, firm-particular open doors for abuse (Montgomery, 2004). Broadening is one such procedure for misusing existing firm-particular assets: firm enhancement can be comprehended as a procedure through which chiefs initially recognize assets that are exceptional to their firm, and after that choose in which territories the assets can win be used to take the association to more prominent statures as far as techniques.

As indicated by Montgomery (2004) the asset based point of view thusly implies that there is a sure concentrate on assets possessed by the organization or by its accomplices; and the different assets (and abilities) that can clarify organization execution and long haul development or decrease. The asset based viewpoint intends to give a photo of an organization asset earlier and amid basic leadership procedures and business methodologies in organization. It likewise means to portray potential requirement for changes in organization association (in frameworks and structures) keeping in mind the end goal to have the capacity to actualize business systems. The point of view additionally has a specific concentrate on administration, its restricted access to data and its capacity to work proficiently and successfully with business system (Montgomery, 2004). At long last, the asset based viewpoint underscores that organizations need to exhibit how to change (progressively) the fixings (assets and abilities) with a specific end goal to understand their maximum capacity.

Hypothetically, the focal preface of RBV tends to the key inquiry of why firms are extraordinary and how firms accomplish and manage upper hand by sending their assets. Unmistakably, these thoughts are not new. In 2003, Barney displayed a solid and exhaustive system to distinguish the required qualities of firm assets with a specific end goal to create reasonable upper hand. These qualities incorporate whether assets are: important (as in they abuse openings as well as kill dangers in a company's domain), uncommon among an association's present and potential contenders, supreme, and non-substitutable (Barney, 2003).

The focal suggestion of the asset based research is that organizations are heterogeneous regarding the vital assets they possess and control. It is by and large recommended that this heterogeneity is a result of asset showcase defects (Barney, 2003), asset stability (Barney, 2003), and firms' failure to adjust their collected load of assets after some time. In this vein, each firm can be conceptualized as a one of a kind heap of unmistakable and impalpable assets and abilities (Wernerfelt, 2004). Assets, which are the essential unit of investigation for RBV, can be characterized as those advantages that are attached semi-forever to the firm (Wernerfelt, 2004). It incorporates budgetary, physical, human, business, mechanical, and authoritative resources

utilized by firms to create, fabricate, and convey items and administrations to its clients (Barney, 2003). We can arrange assets as unmistakable (money related or physical) or impalpable (i.e., representative's information, encounters and aptitudes, association's notoriety, image name, hierarchical systems).

Abilities, interestingly, allude to an association's ability to convey and arrange diverse assets, more often than not in mix, utilizing authoritative procedures, to influence a coveted end (Spanos *et al*, 2001). They are data based, naturally elusive procedures that are firm particular and are produced after some time through complex collaborations among the company's assets (Spanos *et al*, 2001). They can uniquely be thought of as moderate merchandise's created by the firm to give improved efficiency of its assets, and also vital adaptability and assurance for its last item or administration.

In an evolving domain, firms should persistently obtain, create and overhaul their assets and abilities in the event that they are to keep up aggressiveness and development (Montgomery, 2004). Asset Based View is an exceptional model of how firms contend in the field of vital administration. As indicated by Das and Teng, (2000) the model is viewed as having earth shattering potential in field of vital administration as it gives much extra knowledge over customary understandings. The idea that organizations are on a very basic level heterogeneous, as far as their assets and inward abilities has for quite some time been at the core of the field of vital administration.

2.2.2. Competitive Advantage Theory

As indicated by Porter (1998), firms, not countries, contend in universal markets. He contends that one must see how firms make and maintain upper hand so as to clarify what part the country plays all the while. A country's industry comprises of a gathering of organizations contending among themselves, as well as a total against a similar industry in different nations. Firms position themselves inside an industry through various procedures. By and large, be that as it may, firms in a country's industry seek after comparative procedures that make the business' methodology obviously not the same as the technique of a similar industry in another country. A country's industry is focused with respect to other countries' ventures if the business as total has an upper hand that enables it to reliably make higher benefits than match enterprises in different countries (Porter, 1996)

Upper hand of Nations which is the model for this investigation gives a system to look at how countries pick up an upper hand in the worldwide commercial center in light of particular determinants found in ventures inside a country. This hypothesis investigates how organizations inside a country increase upper hand. Watchman trusts that, "gatherings or groups of interconnected firms, providers, related ventures, and foundations that emerge specifically areas, have turned into another path for organizations, and governments to consider economies, evaluate the upper hand of areas, and set open strategic" (Porter, 1990).

The four essential determinants of his model are factor conditions, request conditions, related and supporting enterprises, and firm system, structure, and contention. Factor conditions are the essential contributions of creation important to contend in an industry.

Cases of factor conditions are talented work, framework, or capital assets. Request conditions are the nature of the home interest for an item or administration in an industry. Related and supporting businesses are characterized by whether a country has the provider and related

ventures that are universally aggressive. The fourth determinant is firm procedure, structure, and competition which is characterized by the conditions inside a country that control how organizations are made, sorted out, and overseen alongside the kind of household contention. As indicated by Porter, these determinants separately and as a structure give the air to countries to increase upper hand. Watchman positions these determinants in a "precious stone" example (Porter, 1990).

Doorman contends that the objectives and methodologies in firms change all through the world. It is vital that the correct objectives and procedures are connected with a specific end goal to meet the desires of investors, supervisors and representatives in a firm. Through the accomplishment of individual objectives and friends objectives and managed duty of the same, the subsequent impact on national need on objectives can prompt an upper hand. The discoveries of Porter's exploration recommend that the relationship between overwhelming residential contention between firms in an offer to exceed each different and steady strain to pick up piece of the overall industry by reliably enhancing procedures and advancement, can empower an industry to have upper hand (Porter, 1990).

As per Porter (1990), factor conditions are the sources of info that are important to contend in an industry. He breaks components of creation as HR, physical assets, information assets, capital assets, and framework. Watchman characterizes HR as the amount and nature of laborers alongside the expenses of work force. The physical assets of a country would be arrive, water, mineral stores, or other physical attributes. Doorman characterizes a country's abundance of logical, specialized and showcase information as learning assets. Capital assets characterized by Porter are the expenses and measure of capital accessible to fund an industry. At long last, Porter characterizes foundation as the framework that is required all together for an industry to contend. This incorporates transportation framework, correspondences framework, installments or assets exchange, social insurance, and package and mail conveyance. He additionally expresses that in the event that one country is to have solid factor conditions, the fitting ventures inside a country must convey these components in a productive and compelling way (Porter, 1990).

Home request conditions for an industry's item or administration is another determinant of Porter's national upper hand in an industry. He expresses that there are three wide characteristics that are critical for home request. They are the piece of home request, the size and example of development of home request, and internationalization of household request (Porter, 1990). He recommends that home request enables neighbourhood firms to watch a prior photo of the necessities of the purchaser before equal outside firms. Home request additionally makes upper hand in light of the fact that keeping in mind the end goal to address the home country purchaser's issues, neighbourhood firms can advance and adjust speedier than equal remote firms.

The second quality of interest conditions as expressed by Porter is the request size and example of development. Doorman (1990) states that, "gave that its synthesis is advanced and foresees worldwide and not simply residential requirements, the size and example of development of home request can strengthen national preferred standpoint in an industry". The third quality of interest conditions is the internationalization of household request. Watchman watches that upper hand can be acknowledged through instruments that influence a country's local to request global.

Supporting ventures help give the fundamental information sources that an industry may need to contend. Related ventures enable offer or arrange an incentive to chain exercises inside

enterprises. Doorman watches that these common exercises can occur in innovation advancement, producing, dissemination, advertising, or administration. Related ventures give a stream of significant data and understanding, which can help make upper hand for an industry (Porter, 1990).

Watchman additionally lights up that upper hand in provider ventures makes focal points in three ways. An early, quick, or particular access to the most practical sources of info can make upper hand. Providers can help make upper hand by having close working association with the organizations they supply. As per Porter, the consistent correspondence and cooperation amongst firms and providers can prompt advancement and redesigning. On the off chance that providers are worldwide contenders they would have more important wellsprings of data and knowledge on contending globally (Porter, 1990).

2.2.3. Open System Theory

This study depends on the Open Systems Theory, Resource Based View and the Institutionalization Theory. Open Systems Theory (OST) alludes just to the idea that associations are emphatically affected by their condition (Harvey, 2005). OST is a cutting edge frameworks based changed administration hypothesis intended to make sound, inventive and flexible associations and groups in the present quick changing and unusual situations. As associations and groups direct their business they impact and change their outer surroundings, while in the meantime being affected by outside changes in neighborhood and worldwide conditions in a two-manner powerful change known as dynamic versatile change (Pfeffer & Salancik, 2003). The earth comprises of different associations that apply different powers of a monetary, political, or social nature. The earth additionally gives key assets that manage the association and prompt change and survival. Associations and groups are open frameworks; changing and affecting each other after some time.

To guarantee feasibility an open framework must have an open and dynamic versatile association with its outer condition in light of the fact that a sound reasonable open framework has an immediate relationship as for changing esteems and desires after some time with its outside condition (Pfeffer & Salancik, 2003). This implies if the qualities and desires of a specific association or group are out of synchronize with those that exist in the outside condition then that specific association or group will in the long run end up plainly unfortunate and unviable. Individuals too are open frameworks. Through their activities, they impact and change their outside condition, and in the meantime are always being affected by changes in the outer condition. From a worker's point of view, the association itself is their prompt outside condition. In the present globalized and arranged world socio-natural change is constant and expanding exponentially (Pfeffer and Salancik, 2003).

2.2.4 Internal Control Theory

This theory is derived by Dr. Isiam Glaser with the science of perceptual Control Theory by Isiam Powers'. This theory is based on the belief that all behavior is internally motivated. When management maintains a business environment that emphasizes an appropriate level of control consciousness, a company is likely to be an effective internal control system.

Examples of such policies are: a well-publicized statement on conduct, enforcement of policies, tight budgetary controls, support of an effective internal auditing function and practices for hiring personnel with competence and integrity.

Top management, the board of directors, and its audit committee are influential in creating an appropriate internal control environment through effective organization structure, sound management practices, adherence to appropriate standards of ethical conduct, and compliance with applicable laws and regulations (Public Company Accounting Oversight Board, 2004).

This theory is relevant to this study in that it reiterates that business environment which the management maintains influences the performance of an organization. Hence, possession of the appropriate core competencies would result to better organization performance of Public Institutions.

2.2.5 Stewardship theory

The stewardship theory, also known as the stakeholders' theory, receives an alternate approach from the organization hypothesis. It begins from the preface that associations fill a more extensive social need than simply boosting the abundance of investors.

Successful organizations are judged by their capacity to include an incentive for every one of their partners. A few researchers view the common habitat as a key partner (Dunphy et al., 2003). At the point when partners get what they need from a firm, they come back to the firm for additional (Freeman & McVea, 2001). Therefore, pioneers is be to consider the cases of partners when settling on choices and direct business capably towards the partners (Manville and Ober, 2009). Cooperation of partners in basic leadership can upgrade productivity and diminish clashes (Rothman & Friedman, 2001).

According to Kaptein and Van Tulder (2003), organizations embrace receptive or proactive methodologies when incorporating partners' worries in basic leadership. A partnership receives a receptive approach when it doesn't incorporate partners into its basic leadership forms. This outcomes into a misalignment of authoritative objectives and partner requests (Mackenzie, 2007). A few creators property embarrassments, for example, those of Enron and WorldCom to the inability to consider partner worries in basic leadership (Currall and Epstein, 2003; Turnbull, 2002; Watkins, 2003; Zandstra, 2002).

Following these embarrassments, a few governments set up new controls to adjust the interests of partners to lead. For instance, the Sarbanes-Oxley Act (SOX) is passed because of the Crumple of Enron and WorldCom. Adams (2002) contends that the stewardship hypothesis remains the hypothetical establishment for much direction and enactment. A proactive approach is utilized by partnerships that coordinate partners' worries into their basic leadership forms and that set up fundamental administration structures (De Mind et al., 2006).

In synopsis, the stewardship hypothesis proposes that an association's governing body and its Chief, going about as stewards, are more spurred to act to the greatest advantage of the firm instead of for their own egotistical advantages. This is on the grounds that, after some time, senior administrators tend to see a firm as an augmentation of themselves (Clarke, 2004; Wheelen and Yearning, 2002). In this manner, the stewardship hypothesis contends that, contrasted with investors, a company's best administration thinks more about the association's long haul achievement (Mallin, 2004).

This theory informs this study in that it asserts that the abilities of the stakeholders impact the performance of an organization directly. Thus, it is expected that good core competencies would translate to better organization performance.

2.3. Empirical Review

This section highlights the various independent variables which includes; management commitment, communication channels, activity coordination and organization culture and performance of the ministry as the dependent variable.

2.3.1. Management Commitment

Aaltonen and Ikåvalko perceive the part of center chiefs, contending they are the "key on-screen characters" "who have an essential part in key correspondence" (Aaltonen & Ikåvalko, 2002). In the interim Bartlett and Goshal (2006) discuss center directors as undermined quiet resistors whose part needs to change more towards that of a "mentor", building abilities, offering help and direction through the consolation of entrepreneurial properties. In the event that chiefs are not dedicated to playing out their parts the lower positions of representatives won't be offered help and direction through consolation of entrepreneurial properties.

The most essential thing while executing a methodology is the best level administration's sense of duty regarding the key heading itself. As per Rapa and Kauffman, (2005) duty of best level administration is without a doubt an essential for technique practices and execution. In this manner, Managers must exhibit their ability to give vitality and devotion to the execution procedure. This verifiable duty moves toward becoming, in the meantime, a positive flag for all the influenced hierarchical individuals (Rapa and Kauffman, 2005).

Chakravarthy and White, (2001) propose that instruction and preparing approaches rely upon an association's administration culture and types of administration drove authoritative change. While such approaches are influenced by an association's market, creation advances and key objectives, directors have the watchfulness to seek after shifted procedures in regards to three issues: section level instruction and preparing, worker improvement, and friends school relations. Chakravarthy and White, (2001) overview of 406 firms in 2003 showed that two administration attributes, development responsibility and protection from change, and two types of administration drove hierarchical change, firm cutting back and work overhaul, shape instruction and preparing methodologies.

Eisenstat, (2003) led an examination among 3,044 office representatives of the Western Australian Public Service to contemplate the relationship of worker states of mind towards practical adaptability. It was speculated that workers would support practical adaptability in the event that they have bring down levels of saw work qualities, saw compensate value, hierarchical duty and full of feeling prosperity and also a higher level of instructive accomplishment.

Kamanda (2006) recommends that representative execution, non-attendance, advancement, turnover and fulfillment might be gaged by the level of specialists' sense of duty regarding the organization. Corporate dedication, as influenced by corporate rebuilding, social contrasts and work administration relations, is examined. Nutt, (2005) brings up that unpretentious changes occurring in the demeanors of representatives towards working, their bosses, and their lives are expecting organizations to change their faculty administration systems as needs be to persuade their workers and impart them with responsibility.

2.3.2. Communication Channels

At first look, the proposal that correspondence viewpoints ought to be underscored in the execution procedure is by all accounts an exceptionally basic one. Despite the fact that reviews call attention to that correspondence is a key achievement factor inside methodology practices and execution (Miniace & Falter, 2006), speaking with representatives concerning issues identified with the technique practices and execution is much of the time postponed until the point that the progressions have officially solidified.

In this specific situation, numerous associations are looked with the test of absence of establishment of a two-way-correspondence program that grants and requests inquiries from workers about issues in regards to the figured methodology. Notwithstanding failure to request inquiries and input, absence of correspondences cause more damage as the workers are not told about the new necessities, errands and exercises to be performed by the influenced representatives, and, besides, cover the explanation for changed conditions (Rapa and Kauffman, 2005).

It is fundamental both amid and after a hierarchical change to convey data about authoritative advancements to all levels in an auspicious manner. Nonetheless, one may misjudge correspondence, or the sharing of data, as engagement and direct discourse that produces absence of dynamic investment all the while. The route in which a technique is exhibited to workers is of incredible impact to their acknowledgment of it. To manage this basic circumstance, an incorporated correspondences design must be created. Such an arrangement is a viable vehicle for concentrating the workers' consideration on the estimation of the chose technique to be executed (Rapa and Kauffman, 2005).

Lares-Mankki (2006) inspected the impacts of Management's practices on representative duty, work fulfillment, and part vulnerability by reviewing 862 insurance agency specialists. Five administration rehearses are examined: making and sharing a hierarchical objective, going about as a good example, empowering innovativeness, offering help for workers, and permitting representative cooperation in settling on work related choices. The outcomes show that there is a solid connection between Management's activities and workers' states of mind and discernments.

2.3.3. Activity Co-ordination

So far in the survey of writing on procedure practices and execution there is confirmation of some repeating subjects, including coordination which is basic to guarantee that individuals over the association comprehend what to do and to guarantee that they remain concentrated on the key focuses under the regular weights. Vital control frameworks give a component to keeping the present activities in consistency with tomorrow's objectives.

Al Ghamdi (1998) repeated crafted by Alexander (1985) in the UK and found that for the greater part of the organizations, because of absence of coordination, execution took additional time than initially expected and real issues surfaced in the organizations, again indicating arranging shortcomings. He found the viability of coordination of exercises as an issue in the majority of the organizations and diversions from contending exercises sometimes. Furthermore, key errands were not characterized in enough detail and data frameworks were insufficient.

Later articles affirm remarkable hindrances to fruitful methodology practices and execution about which there gives off an impression of being a level of accord including Beer and

Eisenstat's (2000) who attest that noiseless enemies of system practices and execution contain indistinct vital aims and clashing needs and feeble co-appointment crosswise over capacities.

2.3.4. Organizational Culture

One of the significant difficulties in methodology practices and execution gives off an impression of being more social and behavioral in nature, including the effect of poor mix of exercises and diminished sentiments of proprietorship and duty (Aaltonen & Ikåvalko, 2002). Corboy and O'Corrbui (1999), then, distinguish the dangerous sins of methodology practices and execution which include: an absence of comprehension of how the procedure ought to be actualized; clients and staff not completely valuing the technique; challenges and deterrents not recognized, perceived or followed up on; and overlooking the everyday business goals. Marginson, (2002) fight that methodology practices and execution advances either from a procedure of winning gathering responsibility through a coalitional type of basic leadership, or because of finish coalitional association of execution staff through a solid corporate culture.

Hierarchical culture alludes to the administration style of chiefs – how they invest their energy, what they concentrate consideration on, what questions they ask of workers, how they decide; likewise the authoritative culture (the prevailing esteems and convictions, the standards, the cognizant and oblivious emblematic acts taken by pioneers (work titles, clothing regulations, official lounge areas, corporate planes, casual gatherings with representatives).

2.3.5. Performance of MOIED

In Collaborative Model of execution, associations have both a solid culture and profound established conventions. The test of effective execution comes about because of absence of development of solid social esteems, administration duty, all around organized correspondence channels and association action coordination which are fundamental in meeting the changing hierarchical needs. The refinement amongst "masterminds" and "practitioners" starts to obscure however does not absolutely vanish. In associations embracing the social model that accentuates a lower level worker cooperation in both procedure detailing and execution there is partition of "thinkers" and "practitioners". It looks to actualize methodology through the mixture of corporate culture all through the firm. The social model negates and difficulties the fundamental destinations from the financial point of view of a firm (Marginson, 2002).

A "clan-like" (Ouchi, 2005) association is required to win, where a capable culture brings about representatives adjusting their individual objectives and practices to those of the firm. In any case, an abnormal state of authoritative slack is expected to ingrain and keep up a social model. This model has a few restrictions: it expects very much educated and clever members; firms with this model tend to float and lose focus; cost of progress in culture regularly comes at a high cost; expanded homogeneity can prompt lost assorted variety, and innovativeness therefore (Marginson, 2002).

2.4. Summary of Research Gaps

According to the White Paper of Strategic Implementation of Chinese Corporations in 2006, strategic implementation has become “the most significant management challenge which all kinds of corporations face at the moment”. The survey reported in that white paper indicates that 83 percent of the surveyed companies failed to implement their strategic smoothly, and only 17 percent felt that they had a consistent strategic implementation process. There exists an objective

gap since this study did not address other variables such as Management commitment, Coordination, communication channels and organization's culture.

Similarly, there exists a conceptual gap in that this study used a survey research design while this study is use a cross-sectional research design. In addition, there exists a contextual gap in that the study focused on a Chinese Corporations while this study focused on Public Institutions.

2.5. Conceptual Framework

The conceptual framework is an exploration apparatus proposed to help an analyst to create mindfulness and comprehension of the circumstance under investigation.

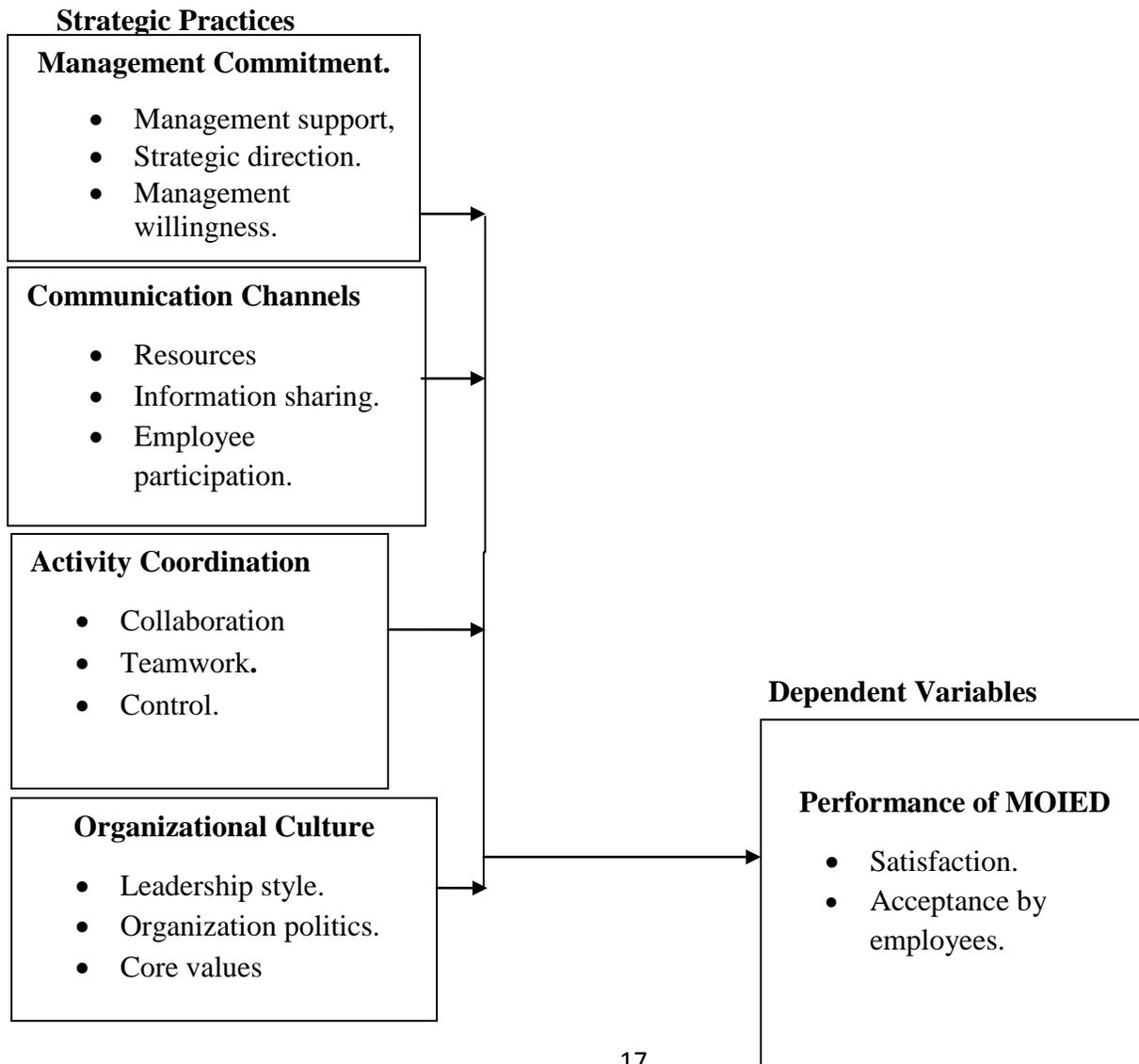


Figure 2.1: Conceptual Framework

Source: Author, (2017)

RESEARCH METHODOLOGY

3.1. Introduction

This chapter discusses the research methodology that was used, in an attempt to achieve the objectives of the study. The study focused on research design, study population or target population, sample size, sampling techniques, data collection instruments, data collection procedure and data analysis procedures and why they was most preferred for the study.

3.2. Research Design

Research design is a plan that guides the research in the process of collecting, analyzing and interpreting observations; the researcher's blueprint for the methods and instruments used to gather information and to evaluate it, in order to respond to the research questions of the study (Mugenda & Mugenda, 2009). A research design is a roadmap of how one goes about answering the research questions. Mugenda and Mugenda (2009), states that a good research design had a clearly defined purpose and had consistency between the research questions and the proposed research method. Mugenda and Mugenda (2009) define this as simply the framework or blue print for the research, Orodho (2008) define the research design as a framework for the collection and analysis of data that is suited to the research question. Orodho (2008) also defines research design as the scheme, outline or plan that is used to generate answers to the research problem.

The study used a cross-sectional survey research design. Cross-sectional surveys involve data collection from a population, or a representative subset, at one specific point in time and have an advantage over other research designs that only seek individuals with a specific characteristic, with a sample, often a tiny minority, of the rest of the population (Kothari, 2011)..

3.3. Target Population

The target population for the study was 300 middle and senior managers at the ministry of Industrialization and enterprise development in the following departments' human resource, finance, procurement internal audit, marketing, planning and technical among others in the headquarters and satellite offices within Nairobi County.

Category	Population
Audit	10
Human resource	75
Planning	80
Technical	55

Procurement	50	Table 3.1:
Finance	30	
Total	300	

Target Population

Source: Author, 2017

3.4. Sampling Design

A sample of respondents was drawn from the management employees of the ministry in Nairobi Kenya. The study used purposive sampling technique to select the sample, where a sampling table using the target population was used to arrive at a sample size of 120 respondents. Purposive sampling starts with a purpose in mind and the sample is thus selected to include people of interest and exclude those who do not suit the purpose. The technique allows a researcher to use cases that have the required information with respect to the objectives of the study (Kothari, 2004). The study deem, managers in human resource, finance, procurement internal audit, planning and technical departments to be knowledgeable on corporate strategic practices and performance in the ministry.

Category	Population	Sample size	Percentage of Total Sample Size (%)
Audit	10	4	3.3%
Human resource	75	30	25%
Planning	80	32	26.7%
Technical	55	22	18.3%
Procurement	50	20	16.7%
Finance	30	12	10%
Total	300	120	100%

**Table 3.2:
Sample Size
Source:
Author
(2017)**

3.5. Data Collection Instrument.

For the researcher to achieve the objective of this study the researcher will use both primary and secondary data. Primary data was collected using self-administered questionnaire as on Appendix II, while secondary data was collected by use of desk search techniques from published reports and other documents.

The questionnaires have four sections; one that collected demographic information and the others the factors that affect strategic practices performance of MOIED. The questions will have variables that was measured in both interval and nominal scales. For interval measures, a 5-point Likert-scale where 5 is “strongly disagree” and 1 is “strongly agree”) was used to measure respondents’ agreement with the concepts under investigation (Likert, 2003). The semi structured questions enable the researcher to collect qualitative data. According to Cooper and Schindler (2003) the questionnaire is preferred over other methods of collecting data because of its capability to extract information from the respondents as well as giving the researcher a better

understanding and a more insightful interpretation of the results from the study. Questionnaires are preferred because they enable the researcher obtain more up to date information as well as eliciting information which might not be captured in the other data collection techniques (Cooper and Schindler, 2003).

3.5.1. Validity of the Instrument

Validity of the research instrument was established by peers and experts. The research instrument was availed to the experts and peers, who established its content and construct validity to ensure that the items are adequate representative of the subject area studied (Kothari, 2004).

3.5.2. Reliability of the Instrument

Reliability is a measure of the degree to which a research instrument yields consistent results after repeated trials (Ngechu, 2004). This research study used a test-re-test method which involves administering the same scale or measure to the same group of respondents at two separate times. This was after a time lapse of one week.

The researcher selected a pilot group of respondents from the target population to test the reliability of the research instrument including the wording, structure and sequence of the questions. The respondents was conveniently selected since statistical conditions are not necessary in the pilot study (Cooper and Schindler, 2003). The purpose was to refine the questionnaire so that respondents in the major study will not have a problem in answering the questions.

The pilot study allowed for pre-testing of the research instrument. This reliability estimate was measured using Cronbach Alpha coefficient (α). Nunnally and Bernstein (1994) recommends that instruments used in research should have reliability of about 0.60 and above. The reliability of about 0.60 was computed using SPSS.

3.6. Data Analysis and Presentation

Kombo and Tromp (2009), states that data collection is important in research because it allows for dissemination of accurate information and development of meaningful programmes. The questionnaires were self-administered. The researcher informed the respondents that the instruments being administered were for research purpose only and the response from the respondents is be kept confidential. The researcher obtained an introductory letter from the University in order to collect data from the field and then delivered the questionnaires to the respondents with the help of a research assistant using the drop and pick later method.

Before handling the responses, the finished survey was altered for culmination and consistency. Quantitative data gathered was investigated by descriptive statistics using SPSS and was presented through percentages, means, standard deviations and frequencies. The data was presented in bar charts, graphs and pie charts and in prose-form. This was finished by counting up reactions, figuring rates of varieties accordingly and in addition depicting and translating the information in accordance with the examination targets and suspicions through utilization of factual bundle for sociologies (SPSS V. 20). Content examination was utilized to investigate subjective information gathered from the open-finished inquiries.

The analyst, additionally utilize a multivariate relapse model to contemplate the connection between authoritative culture, top level administration responsibility, correspondence channels

and co-appointment exercises on methodology practices and execution of MOIED. The specialist viewed relapse technique as helpful for its capacity to test the idea of impact of autonomous factors on a reliant variable.

The examination, likewise utilized inferential insights to quantify the quantitative information which utilized different relapses utilizing the SPSS. The relapse demonstrates was as per the following:

Equation 3.1: Linear Regression Model:

$$Y = \beta_0 + X_1\beta_1 + X_2\beta_2 + X_3\beta_3 + X_4\beta_4 + \varepsilon$$

Where:

Y= Performance of MOIED

X₁= Management Commitment

X₂=Organization Culture

X₃= Coordination of Activities

X₄= Communication

β₀ = constant (y intercept)

β = coefficient

ε = error term

RESEARCH FINDINGS AND DISCUSSION

4.1. Introduction

This chapter presents data analysis and interpretation. The main objective of the study was to investigate the strategic practices and organizations performance a case study of MOIED.

4.2. Sample Characteristics

4.2.1. Response Rate

Response rate refers to the number of MOIED staffs who took part in the research divided by the number of people in the sample.

Table 4.1: Response Rate

Category	Frequency	Percentage
Response	101	84.2%
Non-response	19	15.8%
Total	120	100%

Source: Survey Data (2017)

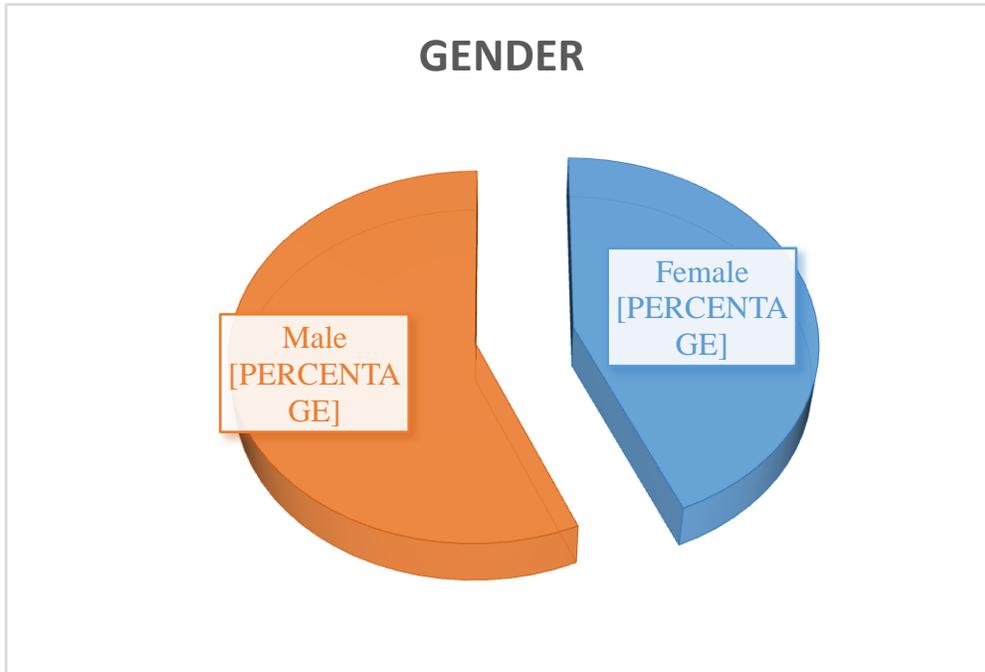
A total of 120 questionnaires were distributed and 101 were collected having been filled completely. This constituted a response rate of (84.2%) which according to Mugenda and

Mugenda (1999), a response rate of 50 percent is adequate for analysis and reporting. The table 4.1 above shows the response rate for the study.

4.2.2. Gender

Gender is the state of being male or female. Respondents were asked by the researcher to give their gender.

Figure 4.1: Gender



Source: Survey Data (2017)

The study discovered that dominant part of the respondent were from the male sexual orientation with 56% whereas those from the female sex are 44%. As Weber (2009), showed, Gender factors become a relevant when in data collection regarding matter to what people do, think, like and dislike. The outcomes are appeared in the figure 4.1 above.

4.2.3. Age

Age is the length of time in which a person has lived. In regard to this respondents were asked to give their age as a requirement by the study.

Table 4.2: Age

Years	Frequency	Percentage
21 -30	17	17

31- 40	21	21
41 – 50	27	27
50 and above	36	36
Total	101	100

Source: Survey Data (2017)

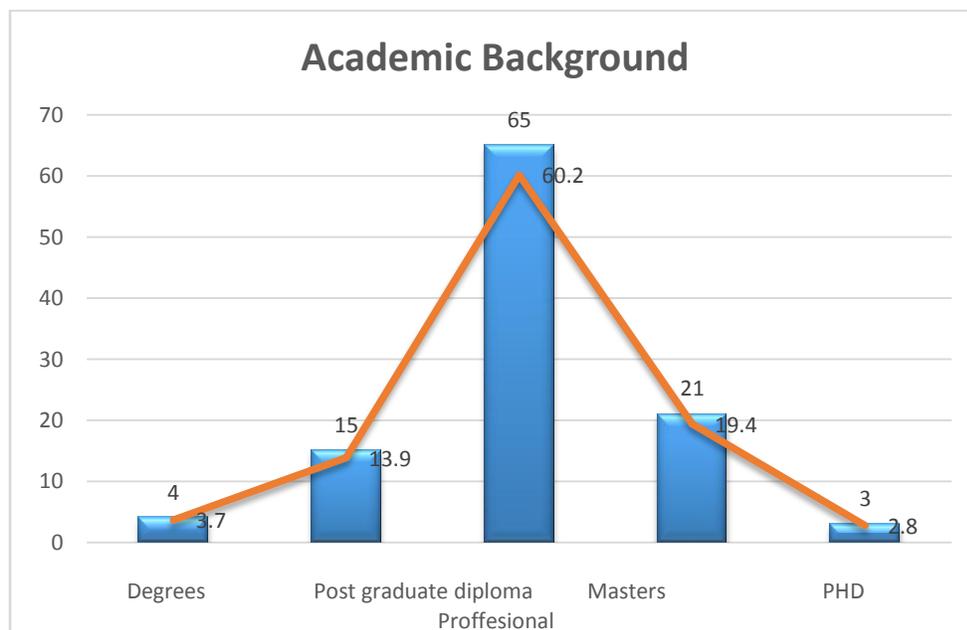
The findings from the study indicates that, majority of the respondents are those who are aged between 21 to 30 years with 36 %. in the second position was a category of respondents who aged between 31 to 40 years with 27%. In the third position was a group of those who aged between 41 to 50 with 21%. Lastly in the fourth position was a group of respondents who aged over 50 years with 17%. This implies that the respondents are leaving the company as they get older probably to get into other businesses. This suggests the respondents are leaving the organization as they get more established most likely to get into different organizations.

The results are shown in the Table 4.2 above.

4.2.4. Academic Background

Academic background is the experience one has acquired in a certain field as a scholar, researcher, a scientist just to mention a few. In this paper respondents were being asked by the researcher to give their history in terms of the academic experience.

Figure 4.2: Academic Background



Source: Survey Data (2017)

The study found out that generally people who have been questioned were elites. Majority of these are master’s degree graduates with 60.2%. This category is followed by those who managed to attain the PHD’s degree with 19.4%. In the third position was a group of those who

managed to attain a post graduate diploma certificate with 13.9% whereas those who have attained the degree alone level followed with 3.7%. Lastly on 2.8% of the respondents have managed the professional certification only. This implies that majority of the employees are recruited immediately after their second graduation while a few with master's degree are also considered probably due to the expertise they have attained. This tallies with, UNESCO (2000b) points out that the success of ICT in teaching and learning process in higher education shall base on the degree with which a person has access ICT facilities. The results have been presented in the figure 4.2 above.

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1. Introduction

This chapter presents a summary of the study findings, conclusions and recommendations. It also makes suggestions for further research. The findings are summarized in line with the objectives of the study which was to investigate Management Commitment, Organization Culture, Coordination of Activities and Communication for organizations performance of MOIED.

5.2. Summary of Findings

This study is an attempt to investigate strategy implementation practices and performance in public service sector; a case study of MOIED. Findings was reviewed, analyzed and conclusions drawn on the research objectives; Management Commitment, Organization Culture, Coordination of Activities and Communication. Below is summary of findings.

5.2.1. Organization Culture on the Performance of MOIED

The first objective of the study was to determine the effect of Organization Culture on the performance of MOIED. The study found out that, respondents agreed with high extent that the organization culture ensure effective deployment of strategy implementation and assist organizations to run efficiently with a mean score of 4.25. The culture provision and implementation services ensure effective deployment of strategy and assist organizations to run efficiently.

5.2.2. Communication on the Performance of MOIED

The second objective was to establish the effect of Communication on the performance of MOIED. The finding from the results shows that, communication is highly adhered to at MOIED with a mean score of 4.85, hence this implies that communication affect organization performance when implementing a strategy.

5.2.3. Management Commitment on the Performance of MOIED

The third objective was to assess Management Commitment on the performance of MOIED. The findings indicate that, the company has a well-structured organization structure and personnel with a mean score of 4.25. Second in table is the issues on management directed substantial

resources' allocation towards strategy implementation and effective assessment, improvement across multiple process disciplines in an organization both with a mean score of 4.12. Respondents agreed to some extents MOIED have requisite monitoring and evaluation personnel as well as in administrative positions with a mean score of 3.87. Furthermore, efficient effective assessment and improvement across multiple process disciplines in MOIED was observed to be practiced.

5.2.4. Coordination of activities on the Performance of MOIED

The fourth objective was to evaluate coordination of activities on the performance of MOIED. The study found out that, respondents agree to some extent on activity coordination describe a success in delivery time at your organization with 3.87 mean score. Organizations tend to rely heavily on coordination in order to develop and grow their businesses. Coordination improves distance and time constraint in accessing required information flows. Well-coordinated activities, reduces the cost of production as knowledge is produced, transmitted, accessed and shared at the minimum cost.

5.3. Conclusion

5.3.1 Management Commitment

Based on the findings the study concluded that management commitment influenced the performance of MOIED in Kenya. Overall the management commitment influenced the performance of the MOIED.

5.3.2 Organization Culture

The study concluded that organization culture influenced the performance of MOIED in Kenya. This was supported by both the univariate and the multivariate regression analysis which revealed that organization culture only influenced the performance of the MOIED in Kenya.

5.3.3 Communication

Based on the findings the study concluded that communication influenced the performance of MOIED in Kenya. This was supported by the univariate regression results which showed that communication influenced the performance of the MOIED in Kenya. This was also supported by the multivariate regression results which revealed that communication influenced the both performance of the MOIED.

5.3.4 Coordination of Activities

The study concluded that coordination of activities influenced the performance of MOIED in Kenya. This can be explained by the univariate regression results showed that coordination of activities influenced the performance of the MOIED. This was also supported by the multivariate regression results which revealed that coordination of activities influenced performance of the MOIED. Recommendations

The study recommends on the following: The study recommends that organization should invest organization culture thus improving on their performance. The organization should initiation; design, organization, management, provision, support and improvement of services tailored to the needs of organization are addressed.

Organization should improve on Communication which intern improves performance. Their major role in networking and communication as firms should use these technologies to facilitate communication among employees and reduce co-ordination costs.

In matters management commitment, appoint and train teams in monitoring and evaluation. The management should also have steering and functional teams. Also it is recommended to make the head of monitoring and evaluation a member of strategic level management to guide MOIED decisions from a performance approach. Management plays a crucial role in the present knowledge based economy hence, organizations tend to rely heavily on Management in order to develop and grow their businesses. MOIED should be interested in improving activity coordination especially in matters delivery in the public sector.

5.4. Recommendations for Further Research

Further research is necessary as the findings were based on a relatively small sample that may have influenced the nature of results that were obtained. There is need to expand on the sample size and carry out similar research in other public service sector organization. Further research focusing on monitoring and evaluation is recommended.

This study was a descriptive study to learn about a few selected practices of strategy implementation for organizations performance. There are a number of issues such as legal, regulatory and interventions from the MOIED. A detailed study should take a more comprehensive approach considering a wide range of areas of strategy implementation for organizations performance.

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