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Relationship between Strategy Implementation and Performance of Kenya Wildlife Service

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ABSTRACT

Cases of a direct strategic direction–performance link may be found in numerous accounts of improvements of organizational performance attributed to changes in leadership. The same case applies to structural adaptations, human resource management, and technology. However, empirical studies into the links between these elements and performance have been lacking. However, Kenya wildlife services have experienced a lot of challenges in achieving its desired objectives more so local customer satisfaction. This study has investigated the effect of strategy implementation on organizational performance in the Kenya Wildlife Service. Four specific objectives guided the researcher and they included to establish the influence of strategic direction on performance; to assess how structural adaptations affect performance; to determine the influence of human resource management on performance; and to find out how technological requirements influence performance in the Kenya Wildlife Service. Theories that were reviewed included organizations theory, dynamic capabilities view, Okumu's strategy implementation framework, and Higgins' 8-S strategy implementation framework. The researcher employed a descriptive case study research design with a combination of both qualitative and quantitative methods. The population of interest in this study included all the management staff involved in formulation and implementation of strategy at the Kenya Wildlife Service. The Kenya Wildlife Service has seven deputy directors with 43 management staff under them. This study targeted all of them which translated into a population of 50 respondents in the organization. This study used a census technique which is a procedure of systematically acquiring and recording information about the members of a given population as a whole. A total of 50 members of management staff therefore took part in this study. A questionnire was used to collect data through drop-and-pick later method. Data collected was analyzed using descriptive statistics and inferential statistics and the results presented in tables and charts. The regression analysis results show that strategic direction, structural adaptations, technology requirements and human resource explains 96.3% of change in performance. Strategic direction has a positive relationship with performance and contributes by a factor of 0.343 to the change in the dependent variable. Structural adaptations also have a positive relationship with performance and contributed to the change in the dependent variable. Human resource management was found to have a negative relationship with performance and contributed to change in the dependent variable. This relationship was however not statistically significant.Technology requirements have a positive relationship with performance and it contributed to the change in the dependent variable. Performance of an organization largely depends on its external and internal customers. KWS seems to have concentrated more on the external customer forgetting its internal customers; the employees. Employee satisfaction is critical for KWS performance and therefore the need to focus on employees' needs as the organization seeks to satisfy its customers. Motivated employees will have better individual productivity and this will yield improved overall oragizational performance. KWS should review its human resource policy and practices. Its new policy should *take good care of employees; motivate them through rewards and incentives. KWS should adopt current technology for better operational performance. It should also be in a position to respond to frequent technological changes in its field.*

Key Words: *Strategy Implementation, Strategic Management, Organization Performance, Kenya Wildlife Service*

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1. INTRODUCTION

Performance is a major construct in management because almost every researcher and scholar attempts to relate their constructs to organization's performance (Sorooshian, Norzima, Yusuf, & Rosnah, 2010). Combs, Crook and Shook (2005) views performance as an economic outcome resulting from the interplay among organizational attributes, actions and environment. Performance is mostly measured in financial terms (Barnat, 2012) and it encompasses three specific areas namely: financial performance (profits, return on assets, return on investment); market performance (sales, market share); and shareholder return (total shareholder return, economic value added). Many scholars in management strongly believe that the strong practices of strategic management have a significant positive effect on an organization's performance (Griffins, 2013; Jooste & Fourie, 2010; Kihara, Bwisa & Kihoro, 2016; Pearce & Robinson, Sage, 2015; Sial, Usman, Zufi ar, Satti, & Khursheed, 2013; Sorooshian et al., 2010; Teece, 2014). Griffins (2003) define performance as the extent to which an organization is able to meet the needs of its stakeholders and its own needs for survival. The International Standard Organization (ISO) views performance as a measurable outcome out of attainment of organizational goals and objectives efficiently and effectively or measurable results out of the organizations proper administration and management of its actions and activities (ISO, 2015). Performance is the results obtained in an organization as a whole (Higgins, 2005) or an outcome obtained after successful efforts in implementing a strategy.

A study conducted by Melnyk, Stewart and Swink (2014) established the existence of a positive relationship between strategic evaluation and organizational performance. Their study conducted in the USA with 210 organizations sought to measure the impact of metric measurements on performance. The researcher that 82% of firms that had well-articulated objectives had better performance that companies that did not have well-articulated objectives. Ferreira and Otley (2009) in a study conducted in Canada indicated the existence of a significant relationship between well-articulated organizational objectives and organizational performance. In their study, they noted that organizational performance for 62% of 128 organizations they examined tend to increase with increase in level of clarity concerning performance objectives. A study conducted by Cruz, Scapens and Major (2010) in Malaysia on 54 organizations on the influence of performance evaluations on organizational performance revealed the existence of a significant relations between the two. In that study, they also noted that (74%) of the organizations indicated that evaluation of performance was important in that it provided mechanisms for reflection, realignment, and restructuring of their projects to meet organizational performance targets. A study conducted by Abadi et al. (2011) in Egypt revealed a lack of significant relationship between bonus payments and employee performance. In part, this was due to the fact that government entities hardly pay out bonuses due to government restrictions on public expenditure. However, commercial government entities are usually profit making and thus can engage in the luxury of bonus payments

The public sector has been triggered by pressure for change as an outcome of copious external factors. Such factors include technological improvements, globalization, innovation and changes in political, social and economic orders (Somerville & Elliott, 2011). Business leaders have all together faulted governments concerning the slow paced nature at almost all levels of running their agendas. Consequently, government owned entities have been trying to improve on their performance throughout most of the twentieth century. Recently organizational performance has become an important façade in public management particularly where governments have been determined to advance on customer service delivery. Governments are constantly launching initiatives that are geared towards improving services to their citizens. According to Nyaguthii (2008) government owned entities in Kenya are difficult to evaluate since they have moving targets based on agencies needs at any given point in time. Sometimes, allocations for strategic functions within government owned entities are remitted too late to have a meaningful implementation schedule, and thus, makes it difficult to evaluate performance.

The Government Owned Entities Bill, 2014, defines a Government Owned Entity as a State or county corporation or agency and includes a subsidiary. The defining characteristics of Government Owned Entities are that they have a distinct legal form and are established to operate in commercial affairs. Government owned entities has been clustered into four broad categories; State Corporations, State Agencies, County Corporations, and County Agencies. In Kenya, these Government Owned Entities, GOEs, which include Parastatals, state corporations, or semi-autonomous government agencies provide critical services to the economy, they provide critical infrastructure to the state, and the Government, through The Treasury, overlooks and monitors the performance of these GOEs (Executive Office of The President of Kenya, 2013). The report of The Presidential Task Force on Parastatal Reforms (2013) identifies five roles the GOEs play in the economic and social development of Kenya. These roles include GOEs promoting or accelerating economic growth and development, capacity building in facilitating national development, creation of job opportunities, establishing international partnerships, and improving public service delivery, and meeting the needs of the customers, in this case, the citizens (Executive Office of The President of Kenya, 2013). Government Owned Entities are hence seen to be of great significance to Kenya in that they concentrate on bringing strategic focus, while developing capacity in the organization hence aligning the operational goals of the GOEs to the goals of Kenya which is economic growth.

Organizational performance endorses a process perspective where the focus is on the internal process of quantifying the effectiveness and the efficiency of action with a set of metrics. Therefore performance is measured in terms of output and outcome, profit, internal processes and procedures, organizational structures, employee attitudes, and organizational responsiveness to the environment among others. Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). In recent years, many organizations have attempted to manage organizational performance using the balanced scorecard methodology where performance is tracked and measured in multiple dimensions such as: financial performance (shareholder return), customer service, social responsibility (corporate citizenship, community outreach) and employee stewardship (Thompson, Strickland & Gamble, 2007). Performance is being recognized as the integration of key business processes across the supply chain. Understanding performance is important for monitoring and improving it with a view to gaining competitive advantage (Taylor, 2004). Improving performance is important as it links stakeholders to achieve breakthrough performance in satisfying end-customer needs and provide feedback regarding customers' needs and the organization's capabilities (Wisner, Tan & Leong, 2008). To improve performance, it must be measured. Measuring performance creates an understanding of the organization's processes, guides collaboration efforts and optimizes operational excellence (Fawcett, Ellram & Ogden, 2007). As indicated by Gunasekaran and Kobu (2007), there cannot be improvement if there are no measures. It is therefore essential to measure the right things at the right time in an organization so that timely action can be taken. Performance measurement is the process of quantifying the efficiency and effectiveness of an action by means of a set of metrics (Gunasekaran & Kobu, 2001). Hence, performance measurement is multi-dimensional and no one measure will suffice to measure performance (Asadi, 2012). There are many indicators or measures of performance. The few that this study focused on organizational attributes, actions and environment. These will focus on efficiency, customer statisfaction and employee satisfaction in an organization.

Strategy implementation is the second step in the strategic management process and it is usually the most difficult, challenging and time consuming activity (Barnat, 2012; Sage, 2015; Sial, Usman, Zufi ar, Satti & Khurheed, 2013). Other steps in the process include the strategy formulation and control which come first and third respectively. The strategy implementation process determines whether an organization excels, survives or dies (Barnat, 2012) depending on the manner in which it is undertaken by the stakeholders. In turbulent environments, the ability to implement new strategies quickly and effectively may well mean the difference between success and failure for an organization. The practical experiences and scholarly works in the past have indicated that strategy implementation has a significant influence on organizational performance (Li, Gouhui & Eppler, 2010). Therefore, it follows that successful execution and implementation of strong and robust strategies will always give an organization significant competitive edge (Sage, 2015), especially in the sectors where uni ue strategies are difficult to achieve.

Several studies in the past have underscored the importance of leadership in strategy formulation and implementation to improve performance of an organization (Jooste & Fourie, 2009; Mapetere, Mavhiki, Nyamwanza, Sikomwe & Mhonde, 2012; Okwachi et al., 2013; Sorooshian et al., 2010). Strategic leadership defines the ability of a leader to anticipate, envision, empower others and maintain flexibility in creating strategic change as necessary (Hitt, Ireland & Hoskission, 2007 cited in Jooste & Fourie, 2009). The purpose of strategic leadership during strategy implementation is to maintain effective communication, make crucial decisions, motivate staff and build a strong team that deriver's good result. Strategic leadership has been identified in the past studies as one of the key drivers of effective strategy implementation (Hrebiniak, 2005; Pearce & Robinson, 2007). The relationship between structure and strategy an organization adopts was first championed by Chandler (1962). He argued that the strategy of an organization determines the long term goals and objectives. In order to do this better, there is the need, in the organization, to determine the course of actions, allocate adequate resources and determine the appropriate structure that supports a given strategy. Organizational structure and strategy are related because organizational strategy helps the organization to define and build an appropriate organization structure that enables the accomplishment of the set goals and objectives.

A good structure in an organization defines how employees work together and it clearly establishes the roles and responsibilities each employee performs in order to support the achievement of the set goals and objectives. The type of structure adopted in an organization also determines the number of employees and managers required. Due to the market dynamics such as competition, demographic changes, technological advancements and other environmental changes, strategy formulation and implementation is a dynamic process and organizations generates new strategies from time to time that dictates structural revisions and new alignments to suit the environmental dynamism and the resultant strategic changes that take place in a given industry (Kihara, 2016). Management of human resources in an organization is very crucial for its survival and proper functioning. Studies have shown that human resource practices play an important role in formulating and implementing strategy (Myloni, Harzing & Mirza, 2004). Accordingly, human resource management should be looked at as part of the overall organizational strategy of a firm and its importance has made human resource managers to be part of decision making process during strategy formulation and implementation. Lee, Lee and Wu (2010) indicated that there is a direct relationship between an orgnization’s strategy and the use of human resources. Abdullar, Ahsan and Alam (2009) indicated that human resource management is vital in order for an organization to achieve competitive advantage and organizational success. Human resource management plays an important role in strategy implementation and therefore if it is not managed effectively, it would potentially cause disruptions to the strategy implementation process (Wei, 2006).

Since human resource plays a crucial role in strategy implementation and the attainment of organizational goals and objectives, there is need for an organization to develop an elaborate human resource policy that promotes employees understanding and expectations of the organizational goals, encourages communication between the employees and leadership. The elaborate HR policy should include the selection of employees, recruitment and hiring procedures, training and development, performance appraisal and rewards and incentives (Kihara, 2016). Technology refers to knowledge, products, processes, instruments, procedures and systems which helps in producing goods and services. An organization's technological capabilities allow them to implement technology strategies that best fit their goals. The experience gained from implementing technology strategy feeds back into the technological capabilities which then enable firms to improve and build their core competencies to help them maintain their competitive advantage (Manimala & Vijay, 2012). In a dynamic environment that characterizes organizations today, development of technological capabilities becomes very vital in order to cope with environmental demands. New and innovative technological competencies are needed for survival in a highly competitive environment (Mubaraki & Aruna, 2013). One of the key areas of technology is the information technology which has become a key business function for almost every organization and most have great expectations of their investment in information technology for future benefits to the business expectations that will enable the business to reduce cost, enhance productivity, implement new business strategies and gain competitive advantage. A study by Chung, Hsu, Tsai, Huang and Tsai (2012) underscored the importance of information technology in implementing Customer Relationship Management (CRM) strategy and concluded that there is a positive relationship between information technology and implementation of CRM strategy. Proper alignment of technology and business strategy should be a focus of organizations aiming at achieving competitive advantage.

Therefore, the current study investigated whether attention to technological re uirements by the organizational leadership is a major driver explaining success in strategy implementation processes.

The Kenya Wildlife Service is a State corporation established by an Act of Parliament, Wildlife (Conservation and Management) CAP 376 with the mandate to conserve and manage wildlife in Kenya, and to enforce related laws and regulations. It has eight key functions which include; formulating policies and guidelines for conservation, management and utilization of all types of fauna andflora, excluding domestic animals. KWS is responsible for stewardship of national parks and reserves, including security for visitors and wildlife within and outside protected areas. It provides advice to the national government, county government, and land owners on best methods ofwildlife conservation and management. KWS is mandated to license, control and supervise all wildlife conservation and management activities outside protected areas as well as providing wildlife conservation education and extension services to create public awareness. In addition, KWS is responsible for conducting and coordinating research activities in thefield of wildlife conservation and management anddisseminate information. It also ensures capacity building for wildlife conservation and management as well as administering and coordinating international protocols, conventions and treaties regarding wildlife in all itsaspects. KWS manages approximately 8 % of the total land mass in Kenya that consists of 23 national Parks, 31 national reserves and 6 national sanctuaries, 4 marine national parks and 6 marine national reserves. There are also 154 field stations for management of wildlife outside the protected areas (KWS, 2017). Government Owned Entities (GOEs) should be able to execute their duties just like private sector institutions. However, this has not been the case for KWS which has inade uate application of the balanced scorecard by the entire management staff of the KWS. Many KWS personnels are not well equipped on how to interpret results of the BSC and its contribution to the productivity of the institution. Periodic review of BSC that could align the objectives with the KWS emerging challenges, and also helping remove obsolete measures, updating and making decisions on the validity of the measures are not adequate (Odhiambo & Oloko, 2014).

2. STATEMENT OF THE PROBLEM

KWS is not a profit-making organization and its performance is mainly pegged on efficiency, customer satisfaction, and employee satisfaction. As a Government Owned Entity, KWS should be able to execute its duties just like private sector institutions as envisioned by Parastatal Reform Programme (PSCU, 2014). The Parastatal Reform Programme was intended to ensure that GOEs perform at the same level as private firms in terms of service delivery to their customers. However, this has not been the case for KWS which has experienced challenges in achieving desired performance (Odhiambo & Oloko, 2014). The level of efficiency, customer satisfaction, and employee satisfaction of KWS has been low hence limiting the organization from realizing its goals. These goals were envisioned in Executive Office of The President of Kenya (2013) as promoting or accelerating economic growth and development, capacity building in facilitating national development, creation of job opportunities, establishing international partnerships, improving public service delivery, and meeting the needs of the customers, in this case, the citizens. KWS Strategic Plan 2008-2012 was developed using the balanced score card methodology. The strategic plan emphasis was to focus on people, image and technology as the pillars of excellence. However, the effect of the strategic plans implementation on the organizational performance of the Kenya Wildlife Service has not been evaluated. Instead, the previous strategic plan (2012-2017) has only highlighted the achievements of its predecessor and acknowledged room for improvement without focusing on the challenges and weaknesses experienced in its implementation. It is therefore hard to tell the extent to which each objective was achieved and the challenges experienced in implementation in order to improve on plans of action in the future.

Previous studies document a high failure rate in strategy implementation in most organizations all over the world. Carter and Pucko (2010) noted that 60 to 80 % of organizations worldwide perform very well in strategic formulation but either fail or seriously struggle during the strategy implementation process. Several scholars in Kenya have conducted studies on strategy implementation. Amurle (2013) studied strategic planning practices in ICT firms. Okwachi et al. (2013) examined the effects of business models in strategic plans implementation in SME firms. Atikiya (2015) examined the effects of competitive strategies on performance of manufacturig firms in Kenya. These studies are largely concentrated in the private sector and manufacturing making it necessary to consider public services sector. Widely celebrated cases of a direct strategic direction and performance link may be found in numerous accounts of improvements of company performance attributed to organizations having strategic direction. The same case applies to structural adaptations, human resource management, and technology (Fawcett, Ellram & Ogden, 2007; Asadi, 2012). However, empirical studies into the links between these elements and performance have been lacking.It is against this backdrop that this study seeks to investigate the effect of strategic plan implementation on performance of Kenya Wildlife Service.

3. OBJECTIVES

This study aimed to investigate the effect of strategy implementation on organizational performance of the Kenya Wildlife Service.

Specific Objectives were:

i) To establish the effect of strategic direction on performance in the Kenya Wildlife Service

ii) To assess how structural adaptations affect performance in the Kenya Wildlife Service

iii) To determine the effect of human resource management on performance in the Kenya Wildlife Service

iv) To determine how technological requirements affect performance in the Kenya Wildlife Service

4. THEORETICAL FRAMEWORK

A theoretical framework is the “blueprint” for the entire research which serves as the guide on which to build and support a research idea. It provides the structure to define how a researcher will philosophically, epistemologically, methodologically, and analytically approach the researcher a whole (Grant, 2014). Eisenhart (1991) defines a theoretical framework as a “structure that guide’s research by relying on a formal theory; that is, the framework is constructed by using an established, coherent explanation of certain phenomena and relationships”. This study will be guided by the theoretical frameworks discussed here below.

4.1 Organisational Theory

Organisational theory is rooted in concepts developed during the beginnings of the Industrial Revolution in the late 1800s and early 1900s. Of considerable import during that period was the research done by of German sociologist Max Weber (1864—1920). Weber believed that bureaucracies, staffed by bureaucrats, represented the ideal organisational form. Weber based his model bureaucracy on legal and absolute authority, logic, and order. In Weber's idealized organisational structure, responsibilities for workers are clearly defined and behavior is tightly controlled by rules, policies, and procedures (Hemant, 2011). Weber's theories of organisations, like others of the period, reflected an impersonal attitude toward the people in the organisation. Indeed, the work force, with its personal frailties and imperfections, was regarded as a potential detriment to the efficiency of any system. Although his theories are now considered mechanistic and outdated, Weber's views on bureaucracy provided important insight into the era's conceptions of process efficiency, division of labor, and authority *(*Daft & Armstrong, 2009). Another important contributor to organisation theory in the early 1900s was Henri Fayol. He is credited with identifying strategic planning, staff recruitment, employee motivation, and employee guidance (through policies and procedures) as important management functions in creating and nourishing a successful organisation (Hemant, 2011). Weber's and Fayol's theories found broad application in the early and mid-1900s, in part because of the influence of Frederick W. Taylor (1856—1915). Taylor outlined his theories based on principles of management and eventually implemented them on American factory floors. He is credited with helping to define the role of training, wage incentives, employee selection, and work standards in organisational performance (Dobbin, 2012). Researchers began to adopt a less mechanical view of organisations and to pay more attention to human influences in the 1930s. This development was motivated by several studies that shed light on the function of human fulfillment in organisations. The best known of these was probably Hawthorn studies. These studies, conducted primarily under the direction of Elton Mayo, were conducted in the mid-1920s and 1930s at a Western Electric Company plant known as the Hawthorn works. The company wanted to determine the degree to which working conditions affected output (Crozier, 2010).

Surprisingly, the studies failed to show any significant positive correlation between workplace conditions and productivity. In one study, for example, worker productivity escalated when lighting was increased, but it also increased when illumination was decreased. The results of the studies demonstrated that innate forces of human behavior may have a greater influence on organisations than do mechanistic incentive systems. The legacy of the Hawthorn studies and other organisational research efforts of that period was an emphasis on the importance of individual and group interaction, humanistic management skills, and social relationships in the workplace (Crozier, 2010; Dobbin, 2012). The focus on human influences in organisations was reflected most noticeably by the integration of Abraham Maslow's "hierarchy of human needs" into organisation theory. Maslow's theories introduced two important implications into organisation theory. The first was that people have different needs and therefore need to be motivated by different incentives to achieve organisational objectives. The second of Maslow's theories held that people's needs change over time, meaning that as the needs of people lower in the hierarchy are met, new needs arise. These assumptions led to the recognition, for example, that assembly-line workers could be more productive if more of their personal needs were met, whereas past theories suggested that monetary rewards were the sole, or primary, motivators (Hemant, 2011; Sapru, 2008).

Douglas McGregor contrasted the organisation theory that emerged during the mid-1900s to previous views. In the 1950s, McGregor offered his renowned Theory X and Theory Y to explain the differences. Theory X encompassed the old view of workers, which held that employees preferred to be directed, wanted to avoid responsibility, and cherished financial security above all else. McGregor believed that organisations that embraced Theory Y were generally more productive. This theory held that humans can learn to accept and seek responsibility; most people possess a high degree of imaginative and problem-solving ability; employees are capable of effective self-direction; and that self-actualization is among the most important rewards that organisations can provide their workers. Organisational theory certainly cannot be described as an orderly progression of ideas, or a unified body of knowledge in which each development builds carefully on and extends the one before it. Rather, developments in theory and prescriptions for practice show disagreement about the purposes and uses of a theory of organisation. However, three important elements emerge from all the contributions to organisational theory; governance, communication and human resource significantly determine performance of an organization. Rules, policies, and procedures are critical to guide the organisation in creating structures for its operations. Communication is critical to ensure objectives and goals of the organisations are aligned and understood by everyone. In addition, it caters for the individual employees who re uire interpersonal interactions for them to operate effectively. Human resource management is critical for an organisation as it caters for the welfare of the most significant resource for organizational performance to be achieved; its employees.

4.2 The Dynamic Capabilities View

The dynamic capabilities view of a firm was launched Teece in early 1990s. The framework is based on the works of Barney (1991), Rumelt (1984) and Wernerfelt (1984). The theoretical framework is an advancement of the resource-based view of the firm which views resources as the key to superior organization performance. If a resource exhibits the VRIO attributes, it enables an organization to achieve a competitive advantage (Barney, 1991; Rothaermel, 2012). According to Barney (2001), the RBV's framework emerged in 1980s and 1990's after the major works published by Wernerfelt, B. (the resource based view of the firm), Prahalad & Hamel (the core competence of the corporation), Barney, J. (Firms resource and sustained competitive advantage). However, the RBV theory failed to recognize the fact that environment in which organizations works today is not static but dynamic and turbulent in nature (Priem & Butler, 2001). The effort to rethink about the applicability of the RBV in a dynamic environmental context that characterizes today's organizations is what gave birth to the Dynamic Capabilities Theory or approach to organizations.

The dynamic capability theory (Eisenhardt & Martin, 2000) is based on the concept that organizations will always attempt to renew their resources in a way that suits the changes taking place in a dynamic environment. According to Teece, Pisano and Shuen (1997), dynamic capability approach examines how firms are able to integrate, build, and reconfigure their specific competencies (internal or external) into new competencies that match changes taking place in a turbulent environment (Helfat, Finkelstein, Mitchel, Peteraf, Singh, Teece & Winter, 2007). The dynamic capability theory underpins three independent variables in this study. Ability to give strategic direction through leadership is a dynamic capability and a change in leadership skills is re uired as the environment of business changes. Organizational structures keep on changing with changes in strategies necessitated by the market changes. Structural capabilities and adaptability are re uired for organizations to survive in a complex and dynamic environment. Technology is a dynamic capability and keeps on changing with changes in the environment. Human resource is not a dynamic capability but new capabilities can be created in human resources through training and ac uisition of new knowledge and skills in line with environmental changes.

4.3 Okumu's Strategy Implementation Framework

Okumu (2003) identified eleven variables commonly mentioned by other research frameworks that have an effect on strategy implementation and outcome. These variables are; strategy development, environmental uncertainty, organizational structure, organizational culture, leadership, operational planning, resource allocation, communication, people, control and the outcome. Out of these variables, he developed a new strategy implementation framework by grouping the variables into four main categories namely strategic content, strategic context, operational process and the outcome. Strategic content includes the development of strategy where various issues are addressed like whether the new strategy conforms to the overall strategic direction of the firm, identification of aims of the new initiative, adequate knowledge and expertise in managing change and active participation of management at all levels in an organization. The second group include strategic context which is divided into two categories; the internal and external contexts. The external context focuses on the environmental uncertainty in both task and general environment. New changes and developments in the general and task environments re uire a new strategy. The new strategy must fit and be in line with market conditions until it is fully implemented (Okumu, 2003). The internal context factors includes the organizational structure in terms of its shape, division of labour, job duties and responsibilities, power distribution, decision making procedures, reporting relationships, information flow, coordination and cooperation between different levels of management, of activities, informal networks and politics. In external context (environment) will cause changes and modification of organizational structure. The internal context also includes organizational culture which relates to the understanding of the employees about how they do things within the organization. Internal context also include leadership which shows the actual support and involvement of the CEO in the strategic initiative. According to Okumu (2003), leadership is crucial in using the process factors and also in manipulating the internal context to create a context receptive to change. Key issues considered here include the actual involvement of the CEO in the strategy development and implementation process, the level of support and backing from the CEO to the new strategy until it is completed and the open and covert messages coming from the CEO about the project and its importance.

The third group includes the organizational processes which incorporates operational planning. This is the process of initiating the project and the operational planning of implementation activities and tasks. Issues dealt with here include preparing and planning implementation activities, participation and feedback from different levels of management and functional areas in preparing operational plans and implementing activities, initial pilot projects and knowledge gained from them and the time scale for making resources available and using them. The second key variable in the organizational process is resource allocation which ensures that all the necessary time, financial resources, skills and knowledge are made available. Issues dwelt here include procedures of securing and allocating financial resources, information and knowledge re uirements, time available to complete the implementation process and the politics and cultural issues within the company and their impact on resource allocation. The third key variable is people. This involves recruitment of new staff, provision of training and incentives for relevant employees. The fourth variable is communication which is the mechanism that sends formal and informal messages about new strategy. Issues considered here include communication materials like operation plans, training programs and incentives. Use of clear messages when passing vital information to people, implications of using multiple modes of communication, problems related to communication and their causes and the impact of organizational structure, culture and leadership on selling the new strategy. The final variable in the process is control and feedback which is the formal and informal mechanisms that allow the efforts and results of strategy implementation to be monitored and compared against predetermined objectives (Okumu, 2003). Okumu's framework (2003) is relevant to this study in that it underpins all the variables of this study. The framework begins by setting the strategic direction in the strategy content component of the framework. After the strategy has been developed then the organization carries out the implementation process where factors like leadership, organizational structure, human resources (people) and physical resources are taken into consideration in the internal context component. The implementation of strategy is influenced by the happenings in the external context component which includes the environmental dynamics in general and task environment. Implementation of strategies leads to an outcome (performance) which is either intended or unintended.

4.4 Higgins 8-S Strategy Implementation Framework

Higgins (2005) revised the original McKinsey's 7-S framework and developed the 8-S framework for implementing strategies in organizations. The famous and widely applied 7-S strategy implementation framework was developed in 1980's by Peters and Waterman (1982). In their study of the "best run" American companies, Peters and Waterman identified seven intertwined components that managers need to pay attention when implementing organizational strategies. The 8-S's framework states that successful strategy implementation revolves around aligning the key organizational components (the 8-S's) with the strategy that the organization intends to implement. However, due to environmental dynamism and changes that take place in organization's business environment now and then, it is important for managers to continue reshaping their strategies in line with these changes. Therefore, this call for a continuous realignment of the 8-S's components in line with the new strategy and this presents the greatest challenge to managers in their endeavor to successfully implementation strategies. Since the 8-S's components are intertwined, the executives in the organizations must continuously align all these eight cross-functional components with the new strategy for successful strategy execution and better performance (Higgins, 2005). The Higgin 8-S model points out clearly that the components of strategy implementation are intertwined and this reinforces the idea of systems thinking in strategy implementation process. The model brings out the need of constantly realigning organizational strategies to environmental changes in order to make strategies workable, finally, the model help managers to detect problems in the system and avoid failures when implementing strategies. The 8-S framework is relevant to this study since it underpins all variables in this study. The framework goes a step further than Okumu's model by explaining how the 8-S variables work together in a closely aligned relationship. This supports the systems theory that postulates that objectives of a system are realized when components work together in a regular relationship.

5. CONCEPTUAL FRAMEWORK

A conceptual framework is a written or visual presentation that explains either graphically or in a narrative forms the main things to be studied like the key factors, concepts or variables and their presumed relationship among them (Robson, 2011). Kothari (2003) define a variable as a concept which can take on qualities of uantitative values. A dependent variable is the outcome variable that is being predicted and whose variation is what the researcher tries to explain while independent variables are factors that tries to explain variations in the dependent variable. The current study adopted the Higgins 8-S framework (2005), where all components influencing performance are intertwined and aligned from a systems theory's perspective, and Okumu's strategy implementation framework (2003) as a lens in developing a suitable conceptual framework that explains the influence of strategy implementation on performance. The relevance of these two models is that the four main strategy implementation drivers that influence performance, that is, strategic direction, structural adaptations, human resource and technology are well underpinned. The models also give managers a clear direction of the key variables to focus on during strategy implementation.

Independent variables **Dependent variable**

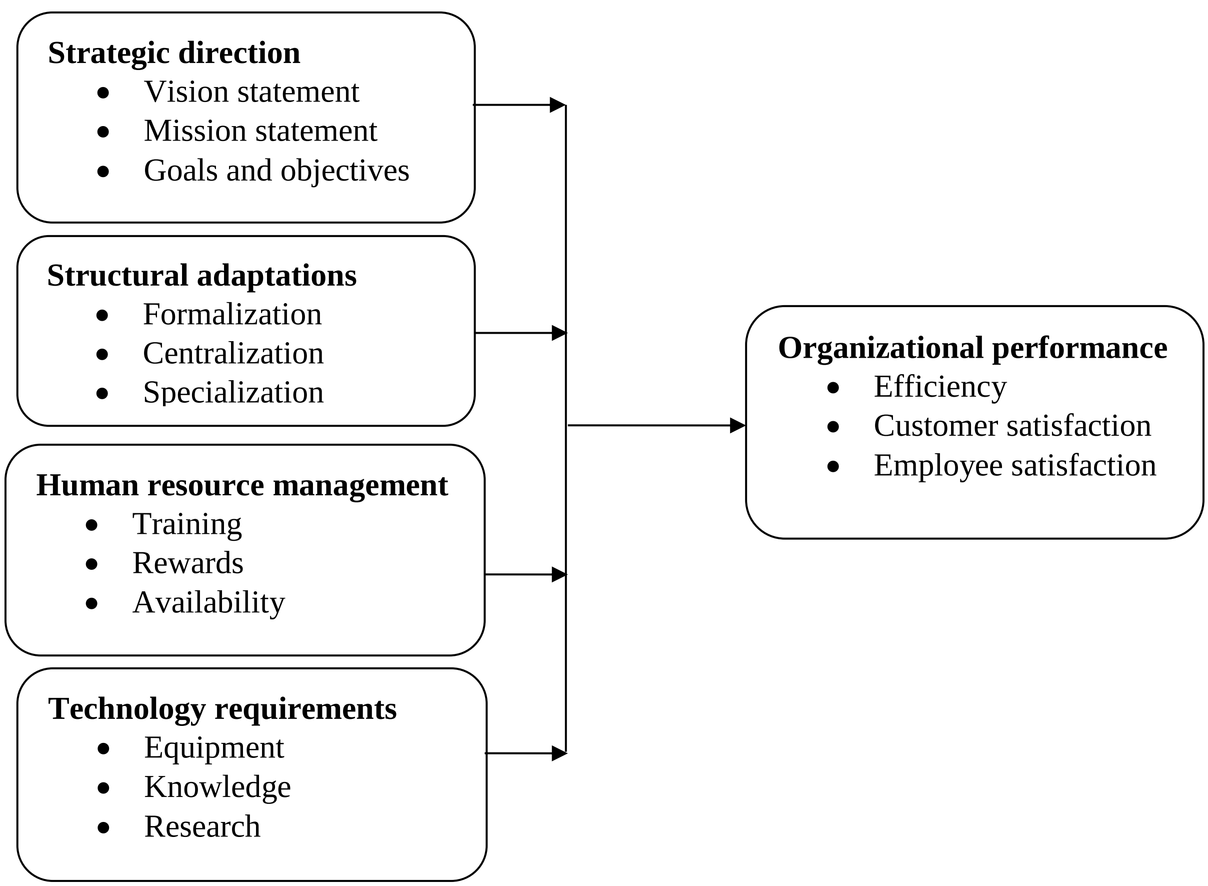

Figure 1: Conceptual Framework

6. RESEARCH METHODOLOGY

A research design is a blue print used for collection, measurement and analysis of the data. It is a plan and structure of investigation used to obtain answers to research questions the researcher to answer (Kothari, 2004). This study aims at establishing the influence of strategy implementation on the performance of Kenya Wildlife Service. To achieve this, the researcher a descriptive case study research design with a combination of both qualitative and quantitative methods. This study applied discriptive method approach which has been used by several scholars in the past in similar studies because of its ability to increase validity of the outcomes while at the same time compensating for the weaknesses of each method used (Creswell & Plano, 2011, Johnson & Onwuegbuzie, 2004; Northhouse, 2013). The population of interest in this study included all the management staff involved in formulation and implementation of strategy at the Kenya Wildlife Service. The Kenya Wildlife Service has seven deputy directors with 43 management staff under them. This study targeted all of them which translate into a population of 50 respondents in the organization. This study used a census techni ue. This technique was used because the researcher collected data from all members of management staff and in all the categories at the Kenya Wildlife Service. A total of 50 members of management staff were targeted.

This study utilized open ended and closed ended questionnaires as the main instrument for data collection. The questionnaire is an instrument used to gather data which allows measurement for and against a particular view point (Orodho 2005). The researcher administered the questionnaires to the targeted respondents at their respective sections as this wasthe most convenient means to reach them. The filled in questionnaires were collected after a day to allow the respondents enough time for filling in their responses. The data collected from the researcher respondents was checked for completeness, cleaned and coded for ease of analysis. Content analysis was used to analyze data obtained from open-ended uestions. Responses were categorized based on emerging themes which will be used to make conclusions. Statistical Package for Social Scientists (SPSS) Version 22 wasused as an aid in the analysis. Descriptive statistics and inferential statistics were used to analyze the data and establish relationships between and among variables. Results were presented in charts and tables.A multiple linear regression model wasused to establish the relationship between strategy implementation (independent variables) and organizational performance (dependent variable).

7. DATA ANALYSIS RESULTS

A correlation analysis was conducted to establish the relationship among study variables.

Table 1: Correlation Analysis

	Strategic Direction	**Structural Adaptations**	**Human Resource Management**	**Technology Requirements**	**Performance**
Strategic Direction	1	.797**	.730**	.814**	.868**
		.000	.000	.000	.000
	42	42	42	42	42
Structural Adaptations	.797**	1	.850**	.909**	.935**
	.000		.000	.000	.000
	42	42	42	42	42
Human Resource Management	.730**	.850**	1	.837**	.828**
	.000	.000		.000	.000
	42	42	42	42	42
Technology Requirements	.814**	.909**	.837**	1	.968**
	.000	.000	.000		.000

	Strategic Direction	Structural Adaptations	Human Resource Management	Technology Requirements	Performance
	42	42	42	42	42
Performance	.868**	.935**	.828**	.968**	1
	.000	.000	.000	.000	
	42	42	42	42	42

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

The results show that performance was positively and strongly correlated to strategic direction (r=0.868, p=0.000), structural adaptations (r=0.935, p=0.000), human resource management (r=0.828, p=0.000), and technology requirements (r=0.968, p=0.000). The results are in agreement with Odita and Bello (2015) who associate strategic direction with performance. They are also in agreement with Leitao and Franco (2011) who see maintainance of efficient structures as a prere uisite for performance. The findings are also congruent with Amin et al (2014) view on importance of best human resource practices to improve performance. The results reflect the importance of technology adoption in any organization as advocated by Teece (2014). Having ascertained that the dataset meets the assumptions of linear regression, a multiple linear regression analysis was conducted to establish the relationship of the variables and their contribution to the dependent variable. The results show that strategic direction, structural adaptations, technology re uirements and human resource explains 96.3% of change in performance (Adj. R^2=0.963). The other 3.7% of change in performance could only be explained by factors that were outside the scope of this study.

Table.1: Model Summary

Model	R	R S uare	Adjusted R S uare	Std. Error of the Estimate
1	.983[a]	.967	.963	1.47856

a. *Predictors: (Constant), Technology Requirements, Strategic Direction, Human Resource Management, Structural Adaptations*

The significance of F statistics (F=269.998, p=0.000) in the ANOVA table confirms that the model used for the regression analysis was fit for the data. The results therefore are a true reflection of reality and could not have occurred by chance.

Table 2: ANOVA

Model		Sum of S uares	Df	Mean S uare	F	Sig.
1	Regression	2361.017	4	590.254	269.998	.000[b]
	Residual	80.887	37	2.186		
	Total	2441.905	41			

a. Dependent Variable: Performance
b. Predictors: (Constant), Technology Requirements, Strategic Direction, Human Resource Management, Structural Adaptations

The coefficients table show that strategic direction has a positive relationship with performance and contribute by a factor of 0.343 to the change in the dependent variable (β=0.343, p=0.001). Structural adaptations also have a positive relationship with performance and contribute by a factor of 0.318 to the change in the dependent variable (β=0.318, p=0.001). Human resource management was found to have a negative relationship with performance and contributed by a factor of -0.039 to the change in the dependent variable. This relationship was however not statistically significant (β=-0.039, p=0.350). Technology requirements has a positive relationship with performance and it contributed by a factor of 0.554 to the change in the dependent variable (β=0.554, p=0.000).

Table 3: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	22.101	1.944		11.371	.000
	Strategic Direction	.343	.092	.198	3.739	.001
	Structural Adaptations	.318	.090	.280	3.518	.001
	Human Resource Management	-.039	.041	-.056	-.947	.350
	Technology Requirements	.554	.074	.599	7.527	.000

a. Dependent Variable: Performance

The resultant model after obtaining the values from regression analysis is as follows; $Y=22.101 + 0.343X_1 + 0.318X_2 - 0.039X_3 + 0.554X_4 + 1.47856$. All the independent variables apart from human resource management were shown to positively contribute to performance of KWS. Technology was found to have the highest contribution followed by strategic direction and structural adaptations in that order. Strategic direction was found to be a significant contributor to performance which is in agreement with views of O'regan and Ghobadian (2006) as well as Odita and Bello (2015). Structural adaptations were also found to be important for performance. The results agreed with the views by Olson et al. (2005) as well as those by Leitao and Franco (2011). Human resource management was found to have the least contribution and it was negative. This was contrary to expectations as human resource practices are expected to be vital for organizational performance. The findings were contrary to views by Amin et al (2014), Katou (2008) as well as Beh and Loo (2013) who all advocate for best human resource practices to obtain desired results. Technology was a major contributor to performance in KWS. This is in agreement with views by Zollo and Winter (2002), Teece (2014), Manimala and Vijay (2012), and Mubaraki and Aruna (2013).

8. CONCLUSION

The researcher has established that KWS is on the right strategic direction. Practices that keep the organization on track in this aspect such s aligning its mission and vision and regularly reviewing targets and performance goals and objectives should continue. This could significantly improve its performance. However, despite having a centralized command, good coordination, and team work, the organization lacks flexibility which could prevent changes being effected quickly and in a timely manner. Although employees at KWS understand their jobs and responsibilities well, the organization has failed to motivate them through incentives and rewards. There is also a feeling of unfairness in recruitment, placement and promotions. The situation is complicated by a shortage of staff. The few staff in the organization feels that their needs are not well taken care of. This could lead to high employee turnover, losing of competent employee that eventually negatively affects KWS performance. Technology apart from helping in strategy implementation can significantly improve KWS performance. Technology keeps on changing and an organization is supposed to be up to date with technology if it is going to be successful. KWS has lagged behind in adopting current technology and having efficient ICT system. This could limit not only its operational performance but also the ability to respond quickly to technology changes in the future. Performance of an organization largely depends on its external and internal customers. KWS seems to have concentrated more on the external customer forgetting its internal customers; the employees. Employee satisfaction is critical for KWS performance and therefore the need to focus on employees' needs as the organization seeks to satisfy its customers. Motivated employees will have better individual productivity and this will yield improved overall oragizational performance.

9. RECOMMENDATIONS

This study recommends that KWS should involve its employees in shaping the strategic direction for the organization. A review of goals and objectives should factor in employees' interests and welfare. KWS should allow flexibility in its structural adaptations. This will allow changes, which are inevitable in a growing organization, to be effected quickly and in a timely manner. KWS should review its human resource policy and practices. Its new policy should take good care of employees, motivate them through rewards and incentives. KWS should adopt current technology for better operational performance. It should also be in a position to respond to frequent technological changes in its field.

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