

**ANALYSIS OF FACTORS INFLUENCING SUCCESSFUL IMPLEMENTATION OF
STRATEGIES AT IMMIGRATION DEPARTMENT IN UASIN GISU COUNTY,
KENYA**

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DEGREE IN STRATEGIC MANAGEMENT OF
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DECLARATION AND APPROVAL

DECLARATION AND APPROVAL

Declaration by the Candidate

This project is my original work and has not been presented for a degree in any other University or for any other award.

Sign 

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Approval by the University Supervisor

I confirm that the work reported in this project was carried out by the candidate under my supervision

Sign..... 

Date..... 08/07/2025

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DEDICATION

I dedicate this research project to my lovely wife Carolyne and children Stalon, Stavin and Kyla for their encouragement and support.



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I express my gratitude to God, who has provided me with unwavering support and strength throughout this demanding academic journey. Without His love and guidance, the pursuit of knowledge would have been in vain, and reaching this milestone would not have been possible. I want to extend a special acknowledgment to my supervisor, Dr. Ibrahim Nyaboga (PhD), for his unwavering help and support throughout the supervision process. His expertise and proactive guidance played a pivotal role in steering me through the entirety of this process. I extend my heartfelt appreciation to my family members for their moral, spiritual, and financial support, their love, encouragement, guidance, and understanding is acknowledged with utmost gratitude.



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ABSTRACT

The purpose of this study was to analyze factors which influenced the successful implementation of strategies at the immigration department in Uasin Gishu County, Kenya. The study was guided by the following objectives: to assess the influence of organizational structure on successful implementation of strategies, to determine the influence of staff competencies on successful implementation of strategies, to establish the influence of resource availability on successful implementation of strategies, and to assess the influence of leadership styles on successful implementation of strategies in selected public firms in Uasin Gishu County, Kenya. The outcomes of the study provided public sector employees with insights into understanding the influence of organizational structure, organizational culture, and leadership on the implementation of strategies within the public sector. Suppliers stood to gain by evaluating the opportunities and challenges presented by the company's strategic initiatives. The study was guided by resource-based view theory and holistic strategy implementation theory. The study used a quantitative research approach and a descriptive survey research design. Both the target population and the sample size of the study were 56 employees respectively. The sample size was arrived at by use of census sampling design. Content Validity Ratio (CVR) and Bland and Altman plot were used to assess validity and reliability respectively. Closed-ended questionnaires were used for data collection. Descriptive statistics and inferential statistics were employed in data analysis, and the analyzed data were presented through tables, charts, and graphs. The study found that organization's structure encompassed both centralization and decentralization, with a mean score of 3.75, and that employees were capable of working independently and collaboratively, with a mean of 3.89. It was also found that staff demonstrated high levels of integrity, accountability, and responsibility, and that the organization had sufficient human resources to support its workforce, with mean scores of 3.77 and 3.85 respectively. Resource availability was significantly positively related to strategy implementation, with resource factors like financial, human, technological, and informational assets underpinning effective strategic execution. Leadership style emerged as a significant predictor of success, indicating its importance in achieving organizational goals. The study concluded that the organization's structural design, staff competencies, and cultural practices served as vital foundations for strategic success. Recommendations included strengthening structural alignment through improved communication and role clarity, reinforcing ethical standards via expanded training programs, and promoting problem-solving and proactiveness by recognizing and rewarding initiative and creativity.

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LIST OF ABBREVIATIONS AND ACRONYMS

- CVR:** Content Validity Ratio
- ERC:** Ethical Review Committee
- GoK:** Government of Kenya
- NACOSTI:** National Commission for Science, Technology and Innovation
- SPSS:** Statistical Package for Social Sciences



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CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Implementing a strategy, as outlined by Pearce and Robinson (2007), involves the translation of agreed-upon work philosophies into practical and operational objectives. This viewpoint is echoed by Kotter and Best (2006), who assert that implementation covers the 'who, where, when, and how,' representing the practical execution that propels the company's strategy. Hussey (2000) presents a comparable perspective, defining implementation as a sequential process encompassing envisioning, activation, installation, ensuring, and recognition. He further acknowledges that the execution of a strategic plan remains among the most challenging aspects of management, contingent on both the appropriateness of the chosen strategy and its effective translation into actionable steps.

In the rapidly evolving global business landscape characterized by heightened competition, organizations worldwide are facing immense pressure to adopt strategies that not only ensure survival but also enable success in the marketplace. The implementation of strategic initiatives has emerged as a pivotal competitive mechanism for realizing organizational goals and achieving superior performance. This urgency for effective strategy execution is driven by a confluence of factors, including the dynamic and turbulent nature of the business environment, the disruptive impact of technology, the forces of globalization, increasingly demanding customer expectations, and intense market rivalry (Manktelow & Carlson, 2014). Muguni (2011) underscores the comprehensive influence of strategy implementation on various managerial activities, encompassing aspects such as incentive structures, motivation, management assessment, and control processes, all of which are integral to the seamless integration of strategy across all

functional areas to attain desired objectives and enhance policy execution. However, it is worth noting that, despite its significance, organizations often encounter challenges in the execution of their strategic plans, a sentiment echoed by scholars such as Marginson (2012), Lares-Mankki (2014), and Koske (2013). These challenges encompass issues such as weak and ineffective management during implementation, deficiencies in communication, limited awareness or understanding of the strategy, wavering commitment to the strategic goals, misalignment of organizational resources and processes, and suboptimal coordination of work.

The successful implementation of organizational strategies is critical for achieving long-term competitive advantage and organizational effectiveness. Over the years, researchers have identified various factors that influence the success or failure of strategy execution, including leadership style, organizational culture, resource availability, staff competencies, and structural agility (Li et al., 2018; Martinez & Lopez, 2020). Effective leadership has been consistently linked to improved strategic outcomes, as leaders play a pivotal role in motivating employees and aligning organizational efforts with strategic goals (Johnson & Scholes, 2017). Additionally, the alignment of organizational structure and processes with strategic objectives has been shown to facilitate smoother implementation (Nguyen & Bryant, 2019). The importance of resource allocation and availability, including financial, technological, and human resources, has also been emphasized as a determinant of strategy success (Kumar & Singh, 2021). Furthermore, organizational culture and staff competencies—such as skills, knowledge, and attitudes—have been recognized as vital factors influencing the capacity to adapt and implement new strategies effectively (Martins & Oliveira, 2022). Recent studies have underscored that a comprehensive understanding of these interrelated factors is essential for developing practical frameworks that enhance strategy execution in diverse organizational contexts (Chen et al., 2023). As organizations face increasingly

dynamic environments, ongoing research continues to explore the complex interplay of these factors to identify best practices for achieving successful strategy implementation.

Leadership remains a cornerstone in this process, with transformational and participative leadership styles often associated with higher success rates in strategy deployment (Li et al., 2018). Leaders who foster open communication, encourage innovation, and demonstrate commitment to strategic goals tend to create an environment conducive to effective implementation. Conversely, hierarchical or autocratic leadership approaches can hinder flexibility and dampen employee engagement, thereby impeding progress. Alongside leadership, organizational culture plays a pivotal role; a culture that promotes adaptability, learning, and a shared vision aligns employees' efforts with strategic objectives and facilitates change management (Martins & Oliveira, 2022). When culture is resistant to change or misaligned with strategic initiatives, efforts often falter, highlighting the importance of cultivating an environment that supports innovation and continuous improvement.

Resource availability and allocation are also critical elements influencing strategy success, especially in rapidly changing markets where technological advancements and financial stability are essential. Recent studies have emphasized that organizations with flexible resource management systems are better positioned to adapt strategies dynamically, reallocating resources as needed to respond to external pressures (Kumar & Singh, 2021). Moreover, the competence and motivation of staff significantly impact the execution process. Employees need to possess relevant skills and knowledge, and their attitudes toward change can either accelerate or obstruct strategic initiatives. Training programs, continuous professional development, and effective communication are vital in equipping staff with the necessary competencies and fostering a sense of ownership and commitment to strategic goals (Martins & Oliveira, 2022). The alignment of

organizational structure with strategy also influences implementation outcomes; flexible, decentralized structures tend to facilitate quicker decision-making and responsiveness, whereas rigid hierarchies may slow down processes and create bottlenecks (Nguyen & Bryant, 2019).

Furthermore, the external environment, including industry dynamics, competitive pressures, and regulatory changes, exerts a significant influence on strategy implementation. Organizations that conduct thorough environmental analyses are better equipped to anticipate challenges and adapt their strategies accordingly (Chen et al., 2023). The integration of technological innovations has become increasingly relevant, enabling organizations to streamline processes, improve communication, and gather real-time data for informed decision-making. Digital transformation initiatives, in particular, have been associated with enhanced strategic agility and success, especially when supported by strong leadership and a culture of innovation.

It is crucial to emphasize that the execution of a strategy is a vital aspect of the strategic management process. Many public organizations in South Africa develop well-structured strategies to achieve their common objectives. Nevertheless, a significant concern arises from the notable instances of poor strategy implementation in various public institutions (Speculand, 2009). This situation has led to a substantial decline in the quality of services provided by public institutions at large, with a particular impact on local municipalities. Research indicates that a considerable number of strategies often fall short of achieving even half of the intended outcomes envisioned by their sponsors.

According to Kotter and Best (2006), the primary difficulty in strategic planning lies in transforming tactics into a cohesive company strategy, a task that hinges on successful implementation. This process entails actions that effectively put the devised plan into operation.

The execution of these tactics propels the overarching strategy of the company. The achievement of harmony between various pivotal elements is vital for the triumphant implementation of the strategy. These elements can be categorized into two main groups: structural and procedural. The structural components define the organization's arrangement, illustrating the interconnections among its various segments. On the other hand, the procedural elements encompass aspects like leadership, organizational culture, resources, and administrative protocols. It's imperative for the company's structure to align with the chosen strategy. If discrepancies emerge, adjustments might be necessary either in the structure or the strategy itself. Chandler (2002) highlights that while structure typically follows strategy, there are instances where structure can exert influence on strategy as well.

In Kenya, the public sector is composed of the central government, county governments, and state corporations. Its primary duty is to provide diverse services to the general population. While the structure of the public sector varies across countries, it typically includes services such as the military, public transit, maintenance of public roads, education, healthcare, and government officials (Wambugu et al., 2017). Certain public sector services, like street lighting, benefit society as a whole and cannot be excluded from nonpayers. These services cater to the collective well-being rather than just serving individual users. Presently, the national government takes on an implementation role. However, there is a shift towards the expectation that the national government will predominantly play a facilitative role across various sectors, including ministries (GoK, 2013).

1.2 Statement of the Problem

Effective strategy implementation is a lengthy process crucial for sustaining commitment and enthusiasm among both managers and leaders. Incorporating short-term achievements in strategic

plans is vital, as these milestones not only establish performance benchmarks but also guide managers' focus toward tangible results. While various studies in Kenya, including those by Madegwa (2014), Mukhalasie (2014), and Schaap (2015), underscore the importance of robust strategy formulation, research, such as Wambua's (2011) study in the Unilever industry, indicates that approximately 25% of manufacturing firms engage their entire workforce in developing and executing strategic plans. However, a significant research gap exists in comprehensively exploring the factors influencing successful strategy implementation at immigration department in Uasin Gishu County, Kenya.

1.3 Purpose of the Study

The purpose of this study was to analyze factors which influencing successful implementation of strategies at immigration department in Uasin Gishu County, Kenya

1.4 Objectives of the Study

The study was based on the following research objectives:

- i. To assess the influence of organizational structure on successful implementation of strategies at immigration department in Uasin Gishu County, Kenya
- ii. To determine the influence of staff competencies on successful implementation of strategies at immigration department in Uasin Gishu County, Kenya
- iii. To establish the influence of resource availability on successful implementation of strategies at immigration department in Uasin Gishu County, Kenya
- iv. To assess the influence of leadership styles on successful implementation of strategies at immigration department in Uasin Gishu County, Kenya

1.5 Research Hypothesis

H0₁: There is no significant influence of organizational structure on the successful implementation of strategies at the Immigration Department in Uasin Gishu County, Kenya.

H0₂: The staff competencies do not significantly impact the successful implementation of strategies at the Immigration Department in Uasin Gishu County, Kenya.

H0₃: There is no significant influence of resource availability on the successful implementation of strategies at the Immigration Department in Uasin Gishu County, Kenya.

H0₄: The leadership styles do not significantly influence the successful implementation of strategies at the Immigration Department in Uasin Gishu County, Kenya.

1.6 Significance of the Study

The outcomes of the study would provide public sector employees with insights into understanding the influence of organizational structure, organizational culture, and leadership on the implementation of strategies within the public sector. This understanding is anticipated to aid in mitigating opposition towards the implementation of strategies within these organizations.

The research would hold importance for external stakeholders, particularly suppliers. Suppliers could derive advantages from this study by gaining insights into the company's vision, mission, and policies. Such understanding would aid in enhancing the mutually advantageous partnership. Furthermore, suppliers would stand to benefit by evaluating the opportunities and challenges presented by the company's strategic initiatives.

The results would also serve as a foundation for additional public sector references. In order to revise their study on the procedures for implementing strategic plans, the researchers might refer

to information on the various challenges associated with doing so. Additionally, they would be able to identify logical flaws, false assumptions, or even management issues that the objectives and designs do not sufficiently address.

1.7 Scope of the Study

The study was conducted in Uasin Gishu County, Kenya. The study analyzed factors which influenced the successful implementation of strategies at the immigration department in Uasin Gishu County, Kenya, whereby employees including directors, procurement officers, human resource officers, ICT officers, and marketing and corporate communication officers were the respondents who provided data for the study. The study collected data regarding the implementation of strategies for a period starting Jan 2025 and ending April 2025.

1.8 Limitations of the Study

Respondents could be hesitant to provide data due to concerns about the confidentiality and sensitivity of their information, also, the respondents might hesitate to provide accurate data since they may believe their responses could reflect negatively on them or violate social norms.

1.9 Delimitation of the Study

In order to overcome the limitations, the researcher assured the respondents of confidentiality of the data collected in addition to using anonymous data collection instruments. Also, the researcher introduced himself by providing an introduction letter from Mount Kenya University and research permit from NACOSTI.

1.10 Assumptions of the Study

The study assumed that the selected public firms were homogeneous, hence they operated under the same structures. Further, the study assumed that the respondents who participated in the study

were willing to voluntarily participate and would provide true and accurate responses that genuinely reflected the implementation of strategies in the public firms.



1.11 Operational Definition of Key Terms

- Achievement of Goals:** Refers to the successful attainment of predetermined objectives, targets, or milestones set by the immigration department.
- Chain of Command:** Refers to the formal hierarchical structure within the public firms that outlines the sequence of authority, responsibility, and communication from the highest-ranking position to the lowest.
- Implementation of Strategies:** Refers to the process of translating strategic plans and decisions into concrete actions and initiatives
- Implementation:** Refers to the practical execution and application of plans, strategies, or policies within an organization.
- Leadership Style:** Refers to the distinct approach, behaviors, and attitudes adopted by a leader when guiding and influencing individuals or teams
- Organizational Structure:** Refers to the framework that defines how the public firms activities, tasks, and responsibilities are organized and distributed.
- Reporting:** Refers to the process of communicating information, progress, or results from one individual or department to another
- Staff competencies:** Encompass technical skills, soft skills, and domain-specific expertise that contribute to individual and collective performance
- Staff Competencies:** Refers to the specific skills, knowledge, expertise, and capabilities possessed by employees that enable them to perform their designated roles effectively.
- Strategies:** Refers to the plans formulated to achieve specific goals or objectives.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the literature review in form of empirical literature in line with the research objectives. The chapter also contains discussions of the theories which will guide the study and it concludes by presenting the conceptual framework and research gap.

2.2 Empirical Literature

2.2.1 Organizational Structure and Successful Implementation of Strategies

Organizational structure is significantly shaped by its strategic initiatives. To differentiate between strategy and structure, three essential factors come into play: establishing both short and long-term objectives, devising the means to achieve these objectives, and allotting resources appropriately. Structure entails the arrangement of these components to actualize strategies. Put differently, structure encompasses the corporate hierarchy, division of labor, delegation, and communication channels. Additionally, this encompasses the initial background and present challenges faced by the organization (Nyakeriga, 2015).

Zaribaf and Bayrami (2010) underscore that the top management exclusively undertakes strategy formulation, while strategy implementation falls within the domain of middle-level managers. However, in a dynamic and constantly evolving context, harmonizing structure with strategy becomes imperative. The need for organizational design arises when modifying or overseeing the organizational structure. Organizational design entails pivotal choices made by managers concerning structural components, facilitating the firm's control over the requisite endeavors for

goal attainment. Organization structure, as emphasized by Chitale, Mohanty, and Dubey (2013), serves as a tool employed by managers to realize organizational objectives.

Pearce and Robins (2007) highlight that the effectiveness of strategy implementation is considerably influenced by the predominant organizational structure of the firm. Chandler (2002), in his research, discovered that adopting a new strategy often introduces new administrative complexities that can result in a performance decline. Aosa (2002) also offers insights into challenges related to implementation. These challenges encompass uncontrollable external factors, prolonged implementation timelines, unforeseen hurdles arising during implementation, conflicting activities, ambiguous definition of key implementation tasks, insufficient allocated resources, and ineffective coordination.

Effective organizational structure is widely recognized as a critical determinant of successful strategy implementation. As organizations evolve, their structural design influences communication, decision-making, resource allocation, and overall operational efficiency, which in turn impacts strategic outcomes. According to Johnson, Scholes, and Whittington (2015), a well-aligned structure facilitates clarity in roles and responsibilities, enabling smoother execution of strategic initiatives. Conversely, misaligned or overly rigid structures can hinder adaptability and responsiveness, thereby impeding strategic success (Brewster et al., 2020).

Recent studies emphasize the importance of flexible and decentralized structures in fostering innovation and strategic adaptability. For instance, Kiggundu (2018) argues that flatter organizational structures promote faster decision-making and more effective communication channels, which are essential for implementing dynamic strategies in rapidly changing environments. Such structures empower lower levels of management and frontline employees to participate actively in strategic processes, leading to better alignment with organizational goals

(Ngugi & Muturi, 2021). This suggests that decentralization can be a strategic advantage, especially in competitive sectors requiring agility.

The alignment between organizational structure and strategy is also influenced by the organization's size, culture, and industry context. Muthusamy and Sinha (2019) found that larger firms tend to adopt more formalized and hierarchical structures to manage complexity, which can sometimes slow down strategic implementation. Conversely, smaller organizations often favor informal and flexible structures that facilitate quicker adaptation to strategic changes. Moreover, organizational culture plays a pivotal role; a culture that values innovation and collaboration tends to support flatter and more participative structures conducive to successful strategy execution (Oluwafemi & Akinbiyi, 2020).

Another significant aspect is the impact of organizational structure on communication flow. According to Lee and Lee (2022), open and horizontal structures enhance information sharing across departments, reducing silos and fostering collective strategic efforts. Effective communication ensures that strategic objectives are understood at all levels, and feedback loops are established to monitor progress. When communication channels are obstructed by hierarchical barriers, strategic initiatives often face delays and misalignment, reducing the likelihood of success (Kim & Lee, 2019).

Research also indicates that technology integration can influence the effectiveness of organizational structures in strategy implementation. Digital tools facilitate real-time communication and data sharing, which can support more agile and responsive organizational designs (Fletcher & Williams, 2021). Organizations that leverage technology to support flatter

structures often experience improved coordination and faster decision-making, leading to higher success rates in strategy execution (Chen et al., 2022).

However, some scholars caution that overly decentralized structures may lead to coordination challenges and inconsistent strategic efforts. For example, Patel and Kumar (2017) highlight that without proper managerial oversight and standardized procedures, decentralized organizations risk diverging from strategic objectives. Therefore, a balance between decentralization and control is crucial. Hybrid structures, which combine elements of hierarchy and flexibility, have been found effective in managing this balance and enhancing strategic success (Agyemang & Yeboah, 2019).

Empirical evidence from recent studies supports the notion that organizational structure significantly influences strategy implementation outcomes. A study by Liu and Zhang (2023) on manufacturing firms found that organizations with adaptable and participative structures reported higher levels of strategic success, including improved performance metrics and innovation outcomes. Similarly, in the public sector, Kiplagat et al. (2020) demonstrated that flexible organizational designs contributed to more effective policy implementation and service delivery.

Another emerging area of research highlights the influence of leadership styles on the effectiveness of organizational structures during strategy implementation. Transformational leadership, characterized by inspiring and motivating employees, has been linked to more adaptable and innovative organizational structures that support strategic change (Osei-Tutu et al., 2022). Leaders who foster a culture of openness and empowerment tend to promote flatter structures that facilitate collaboration and rapid decision-making, ultimately enhancing strategic success (Wang & Liu, 2023). Conversely, transactional leadership may reinforce hierarchical structures that can slow down strategic initiatives, especially in contexts requiring agility and creativity.

Furthermore, the role of organizational learning within structural configurations has gained attention in recent studies. A learning-oriented structure, which encourages continuous knowledge sharing and experimentation, can significantly influence the success of strategy implementation. According to Zhang and Chen (2021), organizations with flexible structures that support experimentation and learning are better equipped to adapt their strategies in response to environmental changes. This underscores the importance of aligning organizational design with learning processes to foster innovation and sustain competitive advantage during strategic shifts.

In addition to internal factors, external environmental pressures also interact with organizational structure to influence strategy execution. Dynamic markets characterized by high uncertainty necessitate more decentralized and flexible structures to respond quickly to external shocks and opportunities (Kamp, 2019). Conversely, stable environments may favor more formalized and hierarchical structures that ensure consistency and control. Understanding this interplay is crucial for managers aiming to design structures that are congruent with their strategic objectives and environmental demands (Santos & Oliveira, 2020).

The integration of sustainability and corporate social responsibility (CSR) initiatives into organizational strategy has prompted a reevaluation of structural configurations. Firms committed to sustainability often adopt participative and cross-functional structures that facilitate stakeholder engagement and responsible decision-making (Nguyen et al., 2023). Such structures enable organizations to embed sustainability into their strategic core, ensuring that environmental and social considerations are effectively incorporated into operational practices. This evolution highlights the need for adaptable structures that can support emerging strategic priorities beyond traditional financial metrics.

Schwaap (2015) conducted an evaluation of organizational structure's impact on successful strategy implementation within the Nevada Gaming Industry. The study's findings countered the expectations of numerous business leaders, demonstrating that the extent of organizational structure holds significance for industrial advancement. Importantly, it's associated with enhanced economic efficiency when its influence is most pronounced. Similarly, Ogonji (2014) directed attention to strategic planning within non-profit organizations in the United States. The research revealed that within government-based non-profit entities, the structure of the industry significantly affects the execution of strategic plans. This influence is particularly pronounced when the structure encourages the involvement of lower-level staff throughout the entire implementation process.

The organization's structure plays a pivotal role in influencing employees' learning, innovation capabilities, and involvement in decision-making processes. Various structural configurations impact not only efficiency and financial outcomes defined by the market but also job satisfaction, commitment, motivation, and perceptions regarding roles and responsibilities. Consequently, any reshaping of the organizational structure will impact the intangible "psychological contract" held by each employee (Mills et al., 2007). A vague hierarchical structure can lead to confusion and frustration among staff, hindering the successful execution of strategic plans (Pella et al., 2013).

Chitale, Mohanty, and Dubey (2013) argue that an effective organizational structure can provide a competitive advantage over rivals. The way in which a firm devises its structure holds significant importance. The value an organization generates is contingent on its organizational design, as it serves as the vehicle for translating the organization's strategy into action. Numerous sources of competitive advantage, like research and development expertise leading to innovative product features or cutting-edge technology, can be easily replicated by competitors. However, replicating

a well-structured organization design that fosters a successful organizational framework is considerably more complex. Okumu (2003) outlines that the organizational structure serves as the pivotal link between the external environmental context and internal organizational processes, enabling firms to attain strategic objectives.

Kumar and Meenakshi (2009) contend that a robust organizational structure underpins effective controls. Companies that adopt a decentralized approach emphasize individual accountability for performance. It's crucial to ensure that each strategic business unit maintains appropriate authority over its performance. Organizations must place significant emphasis on units that share similar responsibilities, fostering collaborative efforts to avert the pervasive issue of scapegoating. Moreover, units with intricate performance assessment criteria necessitate careful attention. A proficient organizational structure must acknowledge the challenge of ambiguous responsibilities and obscure metrics. Managers bear the responsibility of establishing well-defined performance metrics and enhancing clarity, particularly in cases of overlapping duties. According to Rajasekar (2014), the organizational structure establishes a conceptual framework encompassing the decision-making process and resource allocation.

2.2.2 Staff Competencies and Successful Implementation of Strategies

As highlighted by Mester *et al.* (2003), human resource management plays a pivotal role in the implementation of strategy; mishandling it can result in complications. Given that organizational transformations rely on people, the successful implementation of a strategic plan necessitates the formation of a proficient team possessing the appropriate skills. Pearce and Robinson (2007) emphasize that the chief executive and key managers should possess the necessary skills, traits, educational background, and experience to effectively carry out the strategy. This might involve either leveraging existing executives or recruiting new personnel from external sources for strategy

execution. Despite its apparent simplicity in theory, this process is beset with real-world challenges. Organizations often discover that the selection of competent staff is compromised due to internal power dynamics and organizational politics. Additionally, the introduction of external hires presents its own set of obstacles, potentially leading to resistance and the departure of crucial personnel indispensable for the implementation process.

The notion of staff competency was initially introduced with dual purposes. Initially, it served as a rationale for expanding the business operations of prominent corporations. Concurrently, it played a role in facilitating internal procedures like product development. The presence of proficient and efficiently operating personnel is imperative for the effective execution of strategies, ensuring that well-informed decisions translate into tangible actions. Organizations that embrace the total quality management philosophy are more poised to effectively confront the demands of competitiveness within the international economic arena (Schaap, 2015).

Courses that are pertinent are subsequently scheduled in sessions with specific dates, and both participants and training resources are organized and supervised within the same system. The advanced Learning Management System (LMS) provides the means for managers to authorize training budgets and calendars alongside metrics for performance management and evaluations. As emphasized by Madegwa (2014), the manufacturing sector utilizes training needs analysis to evaluate employees, identifying gaps in their knowledge, skills, and attitudes. This assessment can be accomplished through diverse analytical methods. For manufacturing industries, a comprehensive evaluation of an organization's routine concerning resources and objectives is crucial.

The role of staff competencies in the successful implementation of organizational strategies has garnered increasing scholarly attention over recent years. Organizations recognize that the skills,

knowledge, and abilities of their employees are fundamental drivers of strategic success, particularly in complex and dynamic environments. According to Albrecht et al. (2016), core competencies such as technical expertise, problem-solving skills, and adaptability directly influence an organization's capacity to execute strategic initiatives effectively. The alignment between staff competencies and strategic goals ensures that employees possess the requisite capabilities to translate strategic plans into actionable outcomes.

Recent research underscores the importance of competency development as a strategic priority. For example, Kasekende et al. (2021) emphasize that organizations investing in continuous training and professional development not only enhance employee skills but also foster a culture of learning that supports strategic agility. Such investments enable staff to adapt to technological changes, market shifts, and new operational demands, which are critical for maintaining strategic relevance. Moreover, organizations that proactively develop competencies are better equipped to innovate and respond swiftly to environmental uncertainties (Ahmed et al., 2022).

The literature also highlights the significance of technical and soft skills in strategy execution. Technical competencies, including digital literacy and data analysis, are increasingly vital in the digital age. Simultaneously, soft skills such as communication, leadership, teamwork, and emotional intelligence are essential for fostering collaboration and ensuring cohesive action towards strategic objectives (Zhou et al., 2020). A deficiency in these competencies can lead to miscommunication, resistance to change, and poor coordination, ultimately undermining strategic initiatives (Osei-Tutu et al., 2022).

Furthermore, competency frameworks aligned with strategic objectives can serve as effective tools for talent management and succession planning. As noted by Njoroge and Wainaina (2019),

organizations that articulate specific competency requirements linked to their strategic goals can better identify skill gaps and tailor recruitment, onboarding, and development programs accordingly. This strategic alignment ensures that staff competencies evolve in tandem with organizational priorities, thereby enhancing the likelihood of strategy realization (Musa & Akinboade, 2021).

In addition to formal training, experiential learning and on-the-job development play a pivotal role in cultivating competencies necessary for strategy implementation. Studies by Agyemang and Yeboah (2019) reveal that mentorship programs, cross-functional projects, and rotational assignments contribute significantly to building practical skills and strategic understanding among employees. Such experiential approaches facilitate knowledge transfer, foster innovation, and improve employees' confidence in executing strategic tasks (Kiggundu, 2018).

Organizational culture also influences the development and deployment of staff competencies. A culture that values continuous learning, empowerment, and innovation tends to promote proactive skill acquisition and adaptability (Liu & Zhang, 2022). Conversely, rigid or hierarchical cultures may inhibit skill development and hinder strategic agility. As noted by Oluwafemi and Akinbiyi (2020), fostering a learning-oriented culture is essential for nurturing the competencies needed to navigate complex strategic landscapes successfully.

Moreover, leadership plays a crucial role in shaping staff competencies for strategy execution. Transformational leaders who inspire, motivate, and provide clear vision are more likely to foster an environment conducive to skill development and strategic engagement (Wang & Liu, 2023). Leadership commitment to competency development initiatives signals organizational priorities and encourages employees to acquire and refine skills aligned with strategic needs (Osei-Tutu et

al., 2022). Effective leaders also facilitate feedback mechanisms and coaching, which are instrumental in ongoing competency enhancement.

The impact of technological advancements on staff competencies cannot be overstated. As organizations increasingly adopt digital tools and systems, digital literacy and technological adaptability become critical competencies (Ahmed et al., 2022). Training programs focused on emerging technologies, data analytics, and cybersecurity are essential for equipping staff with the capabilities required to implement digital strategies effectively. Failure to develop these competencies risks strategic obsolescence and operational inefficiencies (Zhou et al., 2020).

Research also emphasizes the importance of measuring and evaluating staff competencies regularly. Competency assessments, performance appraisals, and feedback systems provide vital data to inform targeted development initiatives (Musa & Akinboade, 2021). Such evaluations help organizations identify competency gaps that could impede strategy execution and prioritize investment in skill enhancement activities. Continuous assessment ensures that staff competencies remain aligned with evolving strategic objectives and environmental demands.

The COVID-19 pandemic has underscored the need for agility in competency development. Remote working, digital transformation, and increased uncertainty have compelled organizations to re-evaluate their talent development strategies. As highlighted by Kasekende et al. (2021), fostering resilience, adaptability, and technological proficiency among staff has become paramount for ensuring continuity and strategic success in a rapidly changing world. The pandemic has also accelerated the adoption of virtual training and e-learning platforms, broadening access to skill development opportunities (Ahmed et al., 2022).

A research conducted by Mumbua and Mingaine (2015) explored the factors influencing the implementation of strategic plans in the Municipal Council of Machakos, Kenya, highlighting the pivotal role of staff competencies. This research established a direct correlation: higher competence among staff members led to more effective strategic plan implementation within their organization. Similarly, in a study undertaken by Mutunga (2017) on challenges faced during the effective implementation of strategic plans in Kenyan non-governmental organizations, staff competencies emerged as the primary driver affecting strategy execution. The research discovered that inadequate staff competencies hindered the successful implementation of strategic plans in firms. It is important to note that the two aforementioned studies diverge from the current study as they concentrated on distinct organizational contexts.

2.2.3 Resource Availability and Successful Implementation of Strategies

The process of devising a strategy encompasses outlining a mission, establishing a series of long-term objectives aligned with that mission, and constructing an action plan detailing the approach to achieving the mission and objectives. For many countries, especially in relation to manufacturing industries, a prevalent governmental mission involves fostering a conducive environment for industrial investments. It's vital to initiate discussions about resource allocation at the onset of the implementation process. Resources such as finances, personnel, and time must be integrated into the company's budget from the very outset (Owino & Alako, 2015).

In their investigation into the impact of resource allocation on strategy implementation within the Kenya Police Service in Nairobi County, Ochieng, Gakobo, and Mwaura (2017) emphasize that the extent of available resources significantly influences the effective execution of strategic plans. This discovery aligns with the conclusions drawn from another study conducted by Ager (2015) which focused on the effect of financial resources on the successful implementation of strategic

plans within the Ministry of Land, Housing, and Urban Development in Meru County, Kenya. Both of these studies underscore the critical role of financial resources in driving the successful realization of organizational strategies

Resource availability is widely recognized as a fundamental determinant of an organization's capacity to execute its strategic initiatives effectively. The availability of financial, human, technological, and physical resources directly influences the organization's ability to translate strategic plans into tangible outcomes. According to Nyamekye and Adom (2018), organizations with ample resources are better positioned to allocate necessary investments toward strategic projects, thus increasing the likelihood of successful implementation. Conversely, resource constraints often lead to delays, compromises, or failures in strategy execution, highlighting the critical need for resource planning and management.

Recent studies emphasize the importance of resource flexibility and mobilization in dynamic environments. For example, Zhang et al. (2021) argue that organizations capable of reallocating and optimizing their resources swiftly are more resilient and adaptable during strategic change processes. The ability to leverage existing resources, or acquire new ones rapidly, can serve as a competitive advantage in volatile markets. This agility in resource management is particularly vital for innovative strategies that demand significant investments in new technology or human capital (Chen & Wang, 2022).

Financial resources, in particular, play a crucial role in strategy implementation. Adequate funding is essential for conducting training programs, deploying new technology, marketing initiatives, and expanding operational capacity. As noted by Kinyua et al. (2019), underfunded projects often face operational hurdles, leading to suboptimal outcomes or project abandonment. Strategic

resource planning must therefore incorporate robust budgeting and financial forecasting to ensure that sufficient resources are available throughout the implementation phase.

The availability and deployment of human resources are equally critical. Skilled, motivated, and adequately staffed personnel are essential for executing complex strategic initiatives. According to Agyemang and Yeboah (2019), organizations that invest in talent acquisition, development, and retention tend to outperform those with shortages of critical skills. Furthermore, strategic human resource management practices, such as aligning employee competencies with strategic goals, enhance resource utilization and facilitate smoother implementation (Musa & Akinboade, 2021).

Technological resources, including information systems, digital tools, and infrastructure, have become indispensable for strategy execution in the contemporary digital age. The effective deployment of technology can improve operational efficiency, data-driven decision-making, and innovation. For instance, Zhou et al. (2020) highlight that organizations with advanced technological resources are better equipped to implement digital transformation strategies, resulting in improved performance and competitive positioning. Lack of access to modern technology, however, can create significant barriers to strategy success.

Physical resources, such as facilities, equipment, and supply chain assets, also influence strategy implementation. Adequate physical infrastructure ensures that operational activities align with strategic objectives. In sectors like manufacturing and logistics, resource constraints related to facilities or equipment can cause production delays and increased costs (Nyamekye & Adom, 2018). Therefore, resource planning must encompass physical assets to sustain strategic initiatives over the long term.

Another dimension of resource availability pertains to strategic resource alliances and partnerships. Organizations often leverage external resources through collaborations, joint ventures, or supplier relationships to supplement internal capabilities. According to Chen and Wang (2022), strategic alliances facilitate resource sharing, risk reduction, and access to new markets, thereby enhancing strategy execution. Building and maintaining such partnerships require resource management skills and strategic orientation.

Effective resource management also involves prioritization and allocation based on strategic importance. As suggested by Kinyua et al. (2019), resource allocation should be guided by a clear understanding of strategic priorities, ensuring that critical initiatives receive the necessary support. Misallocation or mismanagement of resources can lead to inefficiencies and undermine strategic objectives. Therefore, resource planning must be integrated with strategic planning processes for optimal results.

Furthermore, resource scarcity can compel organizations to innovate and develop resource-efficient practices. Resource constraints often drive process improvements, cost reductions, and alternative resource utilization methods (Zhang et al., 2021). Such adaptive behaviors can compensate for limitations and foster organizational resilience. Recognizing and managing resource scarcity effectively is thus an essential aspect of strategic management.

The impact of organizational culture on resource utilization cannot be overlooked. A culture that promotes transparency, accountability, and strategic resource management fosters better resource allocation and utilization. Conversely, resource wastage or misappropriation can occur in cultures lacking strong governance mechanisms (Liu & Zhang, 2022). Cultivating a resource-aware culture aligns resource availability with strategic objectives and enhances overall strategic performance.

Effective resource management extends beyond mere allocation; it also involves strategic foresight and proactive planning to ensure sustainable utilization. Organizations that adopt comprehensive resource planning frameworks can anticipate future needs and mitigate shortages before they impede strategic progress. For instance, Osei-Tutu et al. (2022) argue that integrating resource planning into the strategic management process enhances organizational agility, enabling rapid responses to environmental shifts. This integration requires organizations to continuously monitor resource consumption, evaluate resource performance, and make data-driven adjustments. Moreover, resource planning should be aligned with organizational goals to prevent misallocation and ensure that critical initiatives receive priority. Failure to anticipate resource needs can result in strategic bottlenecks, delays, or compromised quality of outcomes, emphasizing that resource availability must be a dynamic and ongoing consideration in strategic management (Kiggundu, 2018).

In the context of resource scarcity, organizations often face the challenge of maintaining performance levels amidst limited assets. This scenario compels organizations to innovate operational processes, adopting resource-efficient technologies and practices that maximize output with minimal inputs. Such resourcefulness is particularly evident in small and medium-sized enterprises (SMEs), which typically operate under constrained resource environments but still strive to achieve strategic objectives. According to Liu and Zhang (2022), fostering a culture of innovation and resourcefulness can transform constraints into competitive advantages. For example, implementing lean management principles, optimizing supply chain processes, and leveraging digital tools for resource tracking can significantly improve resource efficiency. Additionally, organizations that cultivate strategic agility—allowing them to pivot resource

deployment based on real-time environmental feedback—are more likely to succeed in deploying their strategies effectively despite resource limitations (Zhang et al., 2021).

The role of external resources, including government grants, industry partnerships, and community support, is increasingly recognized as a vital supplement to internal resource pools. In many developing economies and emerging markets, organizations rely heavily on external resources to bridge gaps in financial, technological, or human capital. For example, public-private partnerships can provide access to infrastructure, expertise, or funding that might otherwise be unavailable, thereby facilitating the implementation of large-scale or innovative strategies (Chen & Wang, 2022). Such collaborations necessitate robust resource management capabilities to coordinate external contributions effectively and ensure alignment with organizational strategic objectives. Moreover, external resource dependencies can introduce risks related to resource control, quality assurance, and accountability, which organizations must manage diligently to sustain strategic momentum (Nyamekye & Adom, 2018).

The importance of resource diversification and contingency planning cannot be overstated in the pursuit of resilient strategy execution. Over-reliance on a limited set of resources or suppliers exposes organizations to significant risks, such as supply chain disruptions, price volatility, or technological obsolescence. To mitigate these risks, organizations are increasingly adopting resource diversification strategies—such as multiple supplier relationships, alternative sourcing options, and cross-training employees—thereby ensuring continuity of operations even in adverse conditions. According to Kinyua et al. (2019), such diversification enhances organizational resilience by spreading resource dependencies and reducing vulnerability. Additionally, implementing contingency plans that specify resource redistribution protocols during crises can help organizations maintain strategic momentum and adapt swiftly to unforeseen challenges (Liu

& Zhang, 2022). This proactive approach to resource management underscores the importance of strategic foresight and risk mitigation in successful strategy implementation.

The institutional environment and regulatory frameworks significantly influence resource availability and utilization. Government policies, legal regulations, and industry standards can either facilitate or hinder access to critical resources. For example, favorable policies such as tax incentives, subsidies, or simplified licensing procedures can enhance resource availability for strategic projects, particularly in sectors like renewable energy, manufacturing, and technology. Conversely, regulatory constraints—such as strict import tariffs, licensing barriers, or environmental compliance costs—may limit resource access or increase operational costs, thereby constraining strategic initiatives. According to Zhou et al. (2020), organizations must navigate these external factors through strategic lobbying, compliance optimization, and stakeholder engagement to secure the necessary resources for successful strategy execution. Understanding the broader institutional context is therefore essential for aligning resource management strategies with external environmental realities.

In their research focusing on the implementation of strategic plans in middle-level colleges in Thika, Kenya, Mwangi, Oloyo, and Simiyu (2015) uncovered that the presence of resources, encompassing both natural and human aspects, assumes a pivotal and defining role in the execution of strategic plans across organizations. Particularly, the capacity of human resources holds a direct and substantial influence over the strategic management of entities. Consequently, a strategy for resource mobilization entails a blend of methods that a government employs to directly fund its own operations. This strategy also involves creating a conducive environment for industrial expansion, ensuring efficiency, fairness, transparency, sustainability, and enhancing industrial growth. Among the direct tools available to governments for mobilizing resources within the

manufacturing sector are public sector user fees, insurance, tax revenues, and donor funding. The government has the flexibility to choose from these options or a combination thereof to meet its financial needs. Effective resource planning stands as a key determinant of resource potential, providing an avenue to develop planning tools for material-based, service-only, and combined material and service strategic plans (Mwangi, Oloyo & Simiyu, 2015).

2.2.4 Leadership Styles and Successful Implementation of Strategies

In a research endeavor by Ogal and Otieno (2017) that examined the impact of leadership styles on the execution of strategic plans within Non-Governmental Organizations in Kisumu County, Kenya, it was revealed that a participatory leadership approach proves most effective in enhancing strategy implementation. This discovery aligns with the conclusions derived from a separate investigation conducted by Kihara, Bwisa, and Kihoro (2016) concerning the correlation between leadership styles in strategy implementation and the performance of small and medium-sized manufacturing enterprises in Thika Sub-County, Kenya. The manner in which management operates, as emphasized by Muema (2017) in a study centered on the influence of leadership style and organizational structure on strategy implementation within the hospitality industry, specifically exemplified by Safari Park Hotel and Casino in Nairobi, Kenya, holds significant sway over the extent of strategy implementation in organizations.

An adept management approach involves the role of strategic planners, guiding the organization toward seizing growth opportunities. Strategic planners play a vital role in nurturing internal capabilities and fostering entrepreneurial endeavors. As a result, their main priorities encompass inspiring individuals and enhancing the skills of key employees. Facilitating effective employee engagement stands as a fundamental managerial challenge, distinct from the comprehensive scope of duties. Strategic planners must possess the ability to identify untapped commercial prospects

that elude others in their roles. Additionally, they should be adept at harnessing opportunities efficiently, while also prioritizing sensitivity and the empowerment of human resources (Schroander, 2014).

Leadership styles play a pivotal role in shaping the effectiveness of strategy implementation within organizations. Different leadership approaches influence organizational culture, employee motivation, decision-making processes, and ultimately, strategic outcomes. Transformational leadership, characterized by inspiring and motivating employees towards a shared vision, has been consistently linked to successful strategy execution. According to Bass and Avolio (2014), transformational leaders foster innovation, commitment, and a sense of ownership among team members, which enhances the likelihood of strategy acceptance and successful implementation. Their ability to articulate a compelling vision and stimulate intellectual engagement encourages employees to go beyond routine duties, aligning their efforts with organizational strategic goals.

Conversely, transactional leadership, which emphasizes structured tasks, clear performance expectations, and reward-based compliance, also impacts strategy implementation but in different ways. While transactional leaders may excel in maintaining operational efficiency and adherence to established procedures, their approach may hinder innovation and adaptability crucial for dynamic strategic initiatives (Podsakoff et al., 2016). Studies by Oke et al. (2017) suggest that a balanced or contingent approach—integrating transformational and transactional elements—can be more effective, especially in complex environments where strategic flexibility and operational control are both necessary. This blend, often referred to as "management by exception" or "contingent reward," allows organizations to sustain stability while pursuing strategic change.

Emerging research emphasizes the importance of authentic leadership in strategic implementation. Authentic leaders demonstrate transparency, ethical behavior, and a strong moral compass, which

foster trust and psychological safety among employees (Walumbwa et al., 2014). Such an environment encourages open communication, reduces resistance to change, and supports the deep engagement required for successful strategy execution. Particularly in turbulent or uncertain contexts, authentic leadership has been associated with increased resilience and adaptive capacity, enabling organizations to navigate strategic transitions more effectively (Avolio et al., 2020). As organizations face rapid change, the authenticity of leaders becomes a critical factor in mobilizing support and aligning stakeholder interests.

Furthermore, servant leadership, which prioritizes serving others' needs and empowering followers, has gained attention for its positive influence on strategy implementation. Servant leaders focus on developing their teams, fostering collaboration, and cultivating a shared sense of purpose, which can enhance commitment to strategic goals (Liden et al., 2014). Research by Greenleaf (2015) and more recent studies (Reed et al., 2020) suggest that organizations led by servant leaders experience higher levels of employee engagement, lower resistance to change, and more effective communication—factors that are essential for translating strategy into action. This leadership style promotes a culture of trust and collective responsibility, which facilitates smooth strategy deployment.

Transformational and servant leadership styles are often contrasted with authoritarian or autocratic leadership, which relies on top-down decision-making and limited employee involvement. While authoritarian leadership may yield quick decisions and clear directives, especially in crisis situations, it can undermine creativity, initiative, and buy-in—elements vital for implementing complex strategies (Zhu et al., 2016). Recent research indicates that overly authoritarian approaches can lead to employee disengagement and resistance, ultimately impeding strategic goals (Nguyen et al., 2018). As organizations increasingly adopt participative and inclusive

leadership models, the emphasis shifts toward fostering shared leadership and collective strategic responsibility, which are more conducive to long-term success.

Adaptive leadership has emerged as a critical style for managing strategic change in today's rapidly evolving business environment. Adaptive leaders demonstrate flexibility, encourage experimentation, and facilitate organizational learning—traits that enable organizations to respond effectively to environmental shifts and innovate during strategy execution (Heifetz & Laurie, 2014). Studies by Uhl-Bien et al. (2018) highlight that adaptive leadership fosters resilience and agility, allowing organizations to refine strategies in real-time and mobilize resources efficiently. This leadership approach emphasizes the importance of emotional intelligence, stakeholder engagement, and the capacity to manage resistance—factors that significantly influence the success of strategic initiatives in complex, uncertain contexts.

The multifaceted nature of leadership has prompted scholars to develop comprehensive models that integrate various dimensions of leadership styles. Avolio and Bass (2014) emphasize the significance of transformational leadership in fostering organizational change and strategic success. Their Multifactor Leadership Questionnaire (MLQ) underscores that transformational leaders inspire followers through idealized influence, intellectual stimulation, and individualized consideration, thereby catalyzing innovative strategies. Such leaders not only motivate employees but also create a climate conducive to strategic learning and adaptation, which is essential in complex and competitive environments. Their research highlights that transformational leadership often correlates with higher performance outcomes, especially when organizations seek to implement novel or disruptive strategies.

Northouse (2018) provides a nuanced exploration of leadership theories, emphasizing that no single style is universally optimal; rather, effective leaders adapt their approach based on contextual demands. This perspective aligns with contingency and situational leadership models, which suggest that strategic implementation success hinges on matching leadership behaviors with organizational needs. For instance, during periods of high uncertainty or strategic upheaval, transformational or adaptive leadership styles tend to be more effective due to their emphasis on flexibility, vision, and stakeholder engagement. Conversely, in stable environments requiring routine compliance, transactional leadership may suffice. Northouse's synthesis underscores the importance of leaders' contextual awareness and versatility in driving successful strategy execution.

Dinh et al. (2014) explore emerging trends in leadership research, highlighting the importance of relational and identity-based leadership approaches. Their review suggests that authentic and servant leadership styles foster deep psychological connections, which enhance followers' commitment to strategic initiatives. Authentic leaders, characterized by transparency and moral integrity, cultivate trust, reduce resistance to change, and facilitate the dissemination of strategic vision across organizational levels (Walumbwa et al., 2014). Similarly, servant leaders empower employees, promote collaboration, and foster a shared purpose—elements that are crucial when implementing complex or transformational strategies. Their findings reinforce that leadership effectiveness in strategy deployment is closely tied to relational trust and moral authority.

Meta-analytical studies by Judge and Piccolo (2014) have demonstrated that transformational leadership consistently outperforms transactional styles in driving employee motivation, innovation, and strategic alignment. Their review consolidates evidence that leaders who inspire and intellectually stimulate their teams tend to achieve higher levels of organizational performance

and strategic success. Moreover, they note that the impact of transformational leadership is especially pronounced in settings requiring change, creativity, and strategic renewal. These findings suggest that organizations aiming for successful strategy implementation should prioritize developing transformational leadership competencies among their managers and executives.

Recent research by Eagly and Johannesen-Schmidt (2018) highlights gender differences in leadership styles, emphasizing that women often exhibit transformational and participative leadership behaviors more frequently than men. Their work indicates that such styles are particularly effective in facilitating strategy implementation, as they promote inclusiveness, shared decision-making, and employee engagement. Recognizing these gender-based tendencies can inform leadership development programs and organizational policies aimed at fostering diverse leadership approaches suited to strategic needs. Overall, the literature underscores that flexible, inclusive, and ethically grounded leadership styles are vital for translating strategic plans into actionable outcomes.

These requirements necessitate adaptability, a flatter hierarchical organizational structure, a propensity for adaptability, and a comfort level with navigating ambiguity and intricate role dynamics. The crux of the matter lies in the meticulous organization of tasks and roles. Hence, close collaboration with human resource managers becomes inevitable. The task of making strategic decisions lies with Chief Executives and Board Directors. As posited by Mukhalasie (2014), general managers shoulder three core functions: overseeing the strategic process, managing relationships, and supervising managerial training.

2.3 Theoretical Framework

2.3.1 Resource Based View Theory

The emergence of the theory can be attributed to scholars in the realm of strategic marketing who consistently underscore the considerable impact of industry structure on a firm's performance (Bain, 1959; Porter, 1910). Facilitating an examination of the relative influence wielded by each of the five competitive forces at an industry level, Porter's Five Forces model (1980) contributes to the analysis. This amalgamation of competitive forces collectively shapes industry intensity and profitability. The greater the potency of the forces dictating competition and industry profitability, the more pivotal their role in strategy formulation (Porter, 1980). Beyond structure, the theory also emphasizes other important factors such as leadership style, resource availability, and managerial expertise. These facets collectively shape the development and implementation of strategies within any organization (Spanos & Lioukas, 2014). This theory holds relevance to this study by bridging the connection between the implementation of strategies and various forces or factors, including structure, organizational culture, leadership style, and employees competencies.

2.3.2 Holistic Strategy Implementation Theory

In their pursuit of developing an improved framework for strategy implementation that addresses existing shortcomings, Bourgeois and Brodwin (2004) introduced a comprehensive system consisting of five distinct models for categorizing strategy implementation approaches. These models encompass various perspectives and stances that can be adopted during the process of implementing a strategy.

The first model, referred to as the "Commander" model, draws inspiration from the military context, where the CEO assumes a role akin to wielding authoritative control. Within this model, the CEO functions as the logical decision-maker behind strategic choices, while remaining

detached from the execution phase. This approach is most effective when a capable executive with minimal personal biases and access to extensive and accurate information is at the helm (Bourgeois and Brodwin, 2004). The second model, known as the "Change" model, centers around deliberate interventions within the organization's structure and systems. These interventions are designed to trigger desired behavioral outcomes. Unlike the Commander model, the Change model enables the execution of more intricate strategic plans. However, it also introduces a level of rigidity in adapting to unforeseen events and alterations in the plan (Ibid). The collaborative model expands the authority of strategic decision-making beyond the CEO to encompass the organization's management team. This approach serves to inspire and incentivize managers while enriching the strategic decision-making process with additional information and cognitive resources.

2.4 Conceptual Framework

In this research study, there is comprehensive conceptual framework that aims to investigate the intricate relationship between several key variables within organizations. Organizational structure, staff competencies, resource availability, and leadership styles are identified as independent variables that potentially influence the Implementation of strategies. These factors collectively influence an organization's ability to effectively execute its strategic initiatives. Moreover, the study recognizes the role of two intervening variables: Organizational culture and government policy. These variables moderated the relationship between the independent variables and the dependent variable, implementation of strategies, shedding light on how internal cultural dynamics and external regulatory influences mediate the strategic decision-making process within organizations.

Independent Variable

Dependent Variable

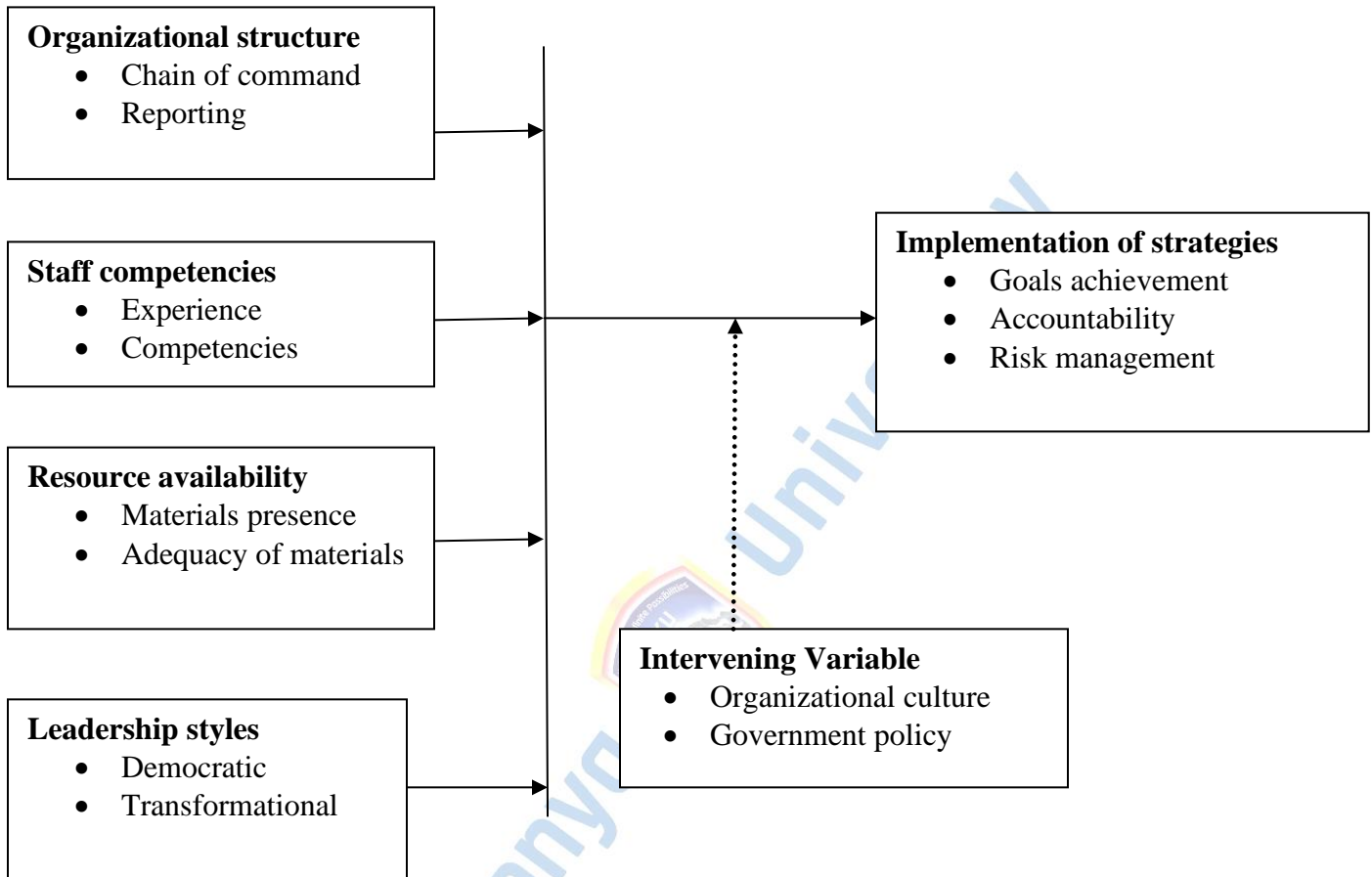


Figure 1: Conceptual Framework

Source: Researcher (2025)

2.5 Research Gap

Zaribaf and Bayrami (2010) studied top management involvement and strategy formulation; however, this study will delve into strategy implementation and performance. In addition, Chitale, Mohanty, and Dubey (2013) looked into the role of organization structure on realizing organizational objectives, however, this study will research on influence of organization structure on performance at immigration department. The Schwaap (2015) study conducted on evaluation

of organizational structure's impact on successful strategy implementation was undertaken in Nevada Gaming Industry in USA, however, the current study will be carried out in Eldoret, Kenya. Ogonji (2014) researched about strategic planning within non-profit organizations in the United States Organizations, but this study will be undertaken in Uasin Gishu County, Kenya. A research conducted by Mumbua and Mingaine (2015) explored the factors influencing the implementation of strategic plans in the Municipal Council of Machakos, but the current study will be at immigration department in Uasin Gishu County. Ochieng, Gakobo, and Mwaura (2017) performed their research investigation on the impact of resource allocation on strategy implementation within the Kenya Police Service in Nairobi County, nonetheless, the current study will be carried out at the immigration department.



Mount Kenya University

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents discussions of the research approach, the research design and the location of the study. Further, the chapter presents the population of the study and the sampling technique and procedures. How to undertake the pilot study for validity and reliability of the research instrument, data collection instrument and data collection procedures are also contained in this chapter. This chapter concludes by giving the data analysis and presentation techniques as well as ethical considerations.

3.2 Research Approach

The study used quantitative research approach. Creswell and Crewell (2013) define quantitative research as the exploration of social or human issues through testing a theory involving variables measured numerically, analyzed statistically, with the aim of verifying the accuracy of predictive theory-based generalizations. The quantitative research approach fit this study since data was collected using structured questionnaires, and the collected data was analyzed quantitatively through descriptive and inferential statistics.

3.3 Research Design

Mugenda and Mugenda (2003) define a research design as a collection of methods and procedures employed to gather and analyze measurements of the variables specified in the research problem. For this study, a descriptive survey research design was employed. Descriptive survey, as outlined by Kothari (2004), is a design that emphasizes formulating objectives, devising data collection methods, selecting a sample, collecting and processing data, and finally presenting the findings.

This design was considered appropriate due to its convenience in gathering original data for describing a sizable population. It aligned well with the study's objectives, as it is a preferred method among social scientists and researchers interested in collecting primary data to depict a population too extensive for direct observation. Therefore, it was deemed the optimal approach for gathering data on respondents' perceptions, experiences, and opinions regarding the factors influencing successful strategy implementation. Additionally, this design allowed the researcher to depict the current situation at the study site concerning the factors affecting successful strategy implementation.

3.4 Location of the Study

The study on the analysis of factors influencing the successful implementation of strategies at the Immigration Department in Uasin Gishu County, Kenya, was situated within Uasin Gishu County, specifically focusing on the operations and strategic implementation processes within the region's Immigration Department. Uasin Gishu County, located in the Rift Valley region of Kenya, was considered significant due to its administrative jurisdiction over immigration matters within its borders. By conducting the research within this specific locale, the study aimed to provide valuable insights into the challenges and successes experienced by the Immigration Department in implementing strategies effectively within a unique regional context. This location choice was justified as it allowed for a detailed examination of factors specific to Uasin Gishu County that may have influenced the successful implementation of strategies within the Immigration Department, thereby offering practical recommendations tailored to the needs of this particular administrative setting.

3.5 Target Population

As described by Mugenda and Mugenda (2003), a target population refers to a collection of individuals or items from which a sample is drawn for statistical assessment. The target population of this study was 56 employees from the immigration department in Uasin Gishu County. The employees included the directors and administration officers.

Table 1: Target Population

No.	Category of respondents	Target Population
1.	Directors	5
2.	Administration officers	51
	Total	56

Source: Immigration Department Human Resource Records (2025)

3.6 Sample Population

A sample constitutes a segment of the target population, from which data is gathered, condensed, subjected to analysis, and used to draw conclusions regarding the broader target population, as outlined by Cooper and Schindler (2011). The sample size of this study was 56 employees from the immigration department in Uasin Gishu County. The employees will include the directors and administration officers.

Table 2: Sample Size

No.	Category of respondents	Target Population
1.	Directors	5
2.	Administration officers	51
	Total	56

Source: Immigration Department Human Resource Records (2025)

3.7 Sampling Technique and Procedure

A sample was defined as a subset carefully chosen to be representative of the population as a whole with unique features (Kombo & Tromp, 2009). This study used a census design to select the sample that participated in the research from the target population. The census design involved using the entire target population as the sample size; therefore, the study's target population served as the study's sample size.

3.8. Research Instrument Validity and Reliability

3.8.1 Research Instrument Validity

Validity refers to the extent to which a measurement or research instrument accurately measures what it is intended to measure. i.e., a valid research instrument should accurately reflect the concept, construct, or phenomenon it is designed to assess. For the purposes of this study, content validity was assessed. Content validity, which refers to the extent to which the items or questions within a research instrument adequately and comprehensively represent the full scope of the concept or construct being measured, was evaluated with the help of experts in the field of strategic management. This involved providing the experts with the questionnaires to score whether the questionnaire items adequately covered the factors that influence the implementation of strategies. The scores from the experts were then averaged to determine the Content Validity Ratio (CVR), which was required to be 0.8 or greater to confirm that the research instrument was valid.

Table 3: Validity Ratio Analysis

Variable	No of items	CVR
Organizational structure	6	.522
Staff competencies	5	.523

Resource availability	6	.493
Leadership styles	5	.500

Source: (Researcher 2025)

3.8.1 Research Instrument Reliability

Reliability refers to the consistency, stability, and dependability of a measurement instrument or method. It indicates the degree to which the instrument produces similar results when applied to the same individuals or objects under the same conditions. A reliable measurement is one that yields consistent results over time or across different raters or observers. This study used test retest method to assess the reliability of the research instrument. Test-retest reliability is a method used to assess the reliability of a measurement instrument by administering it to the same group of participants on two different occasions. The administration of the questionnaires was undertaken twice with an interval period of two weeks with the questionnaire statement rearranged. The scores from the two tests were then be used to plot the Bland and Altman plot which gave the reliability of the research instrument. The instrument would reliable if the Bland and Altman plot points appear to have spread within the reference lines.

3.9 Data Collection Instrument and Procedures

The research data collection process involved the utilization of questionnaires. A questionnaire served as a methodically organized research tool that incorporated a combination of closed-ended and open-ended questions. Questionnaires were either distributed for participants to self-administer or administered by the researcher through face-to-face interviews (Mugenda & Mugenda, 2003). For the purpose of this study, structured (i.e., closed-ended) questionnaires were used for data collection. The collection of data involved the distribution of self-administered questionnaires to respondents, ensuring that each respondent received an identical set of questions

presented in a uniform manner. The decision to adopt the self-administered method was driven by its capacity to safeguard respondent anonymity, consequently fostering greater authenticity and accuracy in the responses provided. Moreover, this approach proved cost-effective and granted participants the flexibility to complete the questionnaire at their preferred time. Each questionnaire was accompanied by an introduction letter as well as an informed consent form outlining the study's purpose.

3.10 Data Analysis Technique and Procedures

Quantitative data were gathered through the utilization of questionnaires, and these data were subjected to analysis employing descriptive statistical methods with the assistance of SPSS (Statistical Package for Social Sciences Version 29). The computations of descriptive statistics included percentages, means, and frequencies. The processed data were also presented through frequency distribution tables, visual graphs, and charts. Moreover, the research incorporated a multiple regression analysis to ascertain the relationship between the implementation of strategies and the various study variables. The proposed regression model was as follows:

$$y = b_0 + b_1x_1 + b_2x_2 + b_3x_3 + b_4x_4$$

Where:

y represents the dependent variable.

x₁, x₂, x₂ and x₄ are the independent variables.

b₀ is the intercept.

b₁, b₂, b₃ and b₄ are the coefficients representing the influence of each independent variable on the dependent variable.

3.11 Ethical Considerations

The researcher upheld high ethical standards while undertaking the study. Informed consent was sought from the respondents by providing them with a consent form to read and understand the purpose of the study. Additionally, the researcher ensured that participation in the study was voluntary and free from any form of duress or inducement. The respondents were assured of the confidentiality of the information they provided, and it was clearly stated that the data would be used solely for academic purposes. The data collected were securely stored, with returned questionnaires kept under lock and key. The researcher also maintained appropriate conduct and decorum by strictly observing and respecting established societal norms. Furthermore, the researcher obtained ethical clearance from the Mount Kenya University Ethics Review Committee. An introduction letter was acquired from the Mount Kenya University College of Postgraduate Studies, along with a research permit from NACOSTI.

CHAPTER FOUR
RESEARCH FINDINGS, ANALYSIS AND PRESENTATION

4.1 Introduction

This chapter details the response rate received from the field during data collection. The chapter further presents the analysis and presentation of analyzed data. The chapter also contains the discussions and interpretation of the findings

4.2 Response Rate

The study attained a response rate of 94.64%, which is considered satisfactory, as higher response rates typically enhance the reliability and validity of research findings (Bryman, 2016).

Table 4: Response Rate

	Number of Questionnaires	Percentage
Issued Questionnaires	56	100.0
Received	53	94.64

Source: Researcher (2025)

4.3 Respondents Bio-Data

The researcher collected data relating to the respondents' background information inform of respondent's bio-data. The findings relating to the background information are discussed below.

4.3.1 Gender of the Respondents

The distribution of the respondent's gender is shown in table 5.

Table 5: Gender of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	21	39.6	39.6	39.6
	Male	32	60.4	60.4	100.0
	Total	53	100.0	100.0	

Source: Researcher (2025)

The gender distribution among participants in table 5 showed that males constitute 60.4% of the respondents, while females make up 39.6%. This distribution highlights a higher representation of males in the study, which may influence the overall understandings into the factors affecting the successful implementation of strategies at the immigration department in Uasin Gishu County. Recognizing the gender composition is important for understanding how different perspectives impact the process of strategy implementation. Promoting gender inclusivity and ensuring diverse participation can contribute to a more comprehensive understanding of the challenges and opportunities faced during strategy execution, ultimately supporting more effective and sustainable solutions in the department.

4.3.2 Respondents' Age Distribution

The study also collected data relating to age distribution of the respondents and the findings are shown in table 6.

Table 6: Respondents' Age Distribution

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-23 years	9	17.0	17.0	17.0
	24-29 years	11	20.8	20.8	37.7
	30-35 years	12	22.6	22.6	60.4
	36-41 years	14	26.4	26.4	86.8
	41-46 years	7	13.2	13.2	100.0
	Total	53	100.0	100.0	

Source: Researcher (2025)

The age distribution of participants in table 6 indicates that the majority of respondents are between 30 and 41 years old, accounting for 69.4% of the total sample, with the largest group being 36-41 years (26.4%). The presence of younger respondents aged 18-29 years (37.8%) and older respondents aged 41-46 years (13.2%) suggests a diverse age range within the workforce. These findings imply that the department benefits from a mix of relatively experienced and younger staff, which can influence the approach to strategy implementation through a combination of youthful innovation and seasoned expertise. The age diversity would facilitate the development of well-rounded strategies that incorporate both fresh perspectives and institutional knowledge.

4.3.3 Highest Level of Education

The researcher collected data relating to the highest level of education attained by the respondents and the findings are shown in table 7.

Table 8: Highest Level of Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Tertiary	5	9.4	9.4	9.4
	Undergraduate	28	52.8	52.8	62.3
	Post Graduate	20	37.7	37.7	100.0
	Total	53	100.0	100.0	

Source: Researcher (2025)

The findings in table 7 reveal that the majority of respondents have attained undergraduate education, accounting for 52.8% of the sample, followed by postgraduate qualifications at 37.7%, and a smaller proportion with tertiary education at 9.4%. This distribution indicates that most participants possess a solid foundational education, with a significant proportion having pursued further postgraduate studies, which may enhance their capacity for strategic thinking and decision-making. The relatively high levels of education suggest that respondents are likely to be well-informed and capable of engaging with complex strategic initiatives within the Immigration Department. This implies that the workforce's educational background could positively influence the implementation of strategies, as higher education levels are often associated with better understanding, problem-solving skills, and adaptability. Additionally, the diversity in education levels highlights the need for tailored communication and training approaches to ensure effective strategy execution across different educational backgrounds.

4.3.4 Years Worked by Respondents in the Organization

The study further collected data relating to the years in which the respondents have been working in the organization. The results are contained in table 8.

Table 8: Years Worked by Respondents in the Organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5 years	8	15.1	15.1	15.1
	6-10 years	23	43.4	43.4	58.5
	10-14 years	16	30.2	30.2	88.7
	Above 14 years	6	11.3	11.3	100.0
	Total	53	100.0	100.0	

Source: Researcher (2025)

The data in table 8 indicates that a significant portion of respondents have considerable experience within the department, with 43.4% having worked for 6-10 years and 30.2% for 10-14 years. Those with 1-5 years of experience constitute 15.1%, while respondents with over 14 years account for 11.3%. This distribution suggests that the majority of staff possess moderate to extensive tenure, which could translate into a strong institutional knowledge base and familiarity with organizational processes. The presence of both relatively newer and highly experienced staff highlights a blend of fresh viewpoints and seasoned visions, potentially fostering a balanced approach to strategic initiatives. These findings imply that the level of experience among staff influence their capacity to understand, support, and effectively implement strategic plans, with longer-serving employees

likely contributing stability and mentorship, while newer staff may bring innovative ideas. The diverse experience levels stress the importance of leveraging institutional knowledge while encouraging ongoing development to enhance strategy effectiveness.

4.4 Descriptive Statistics

Descriptive statistics are statistical methods used to summarize and describe the main features of a dataset. The study used means and standard deviations present data in a clear and concise way for easier interpretation. The findings of the descriptive statistics are presented and discussed below as per the independent variables

4.4.1 Organization Structure and Implementation of strategies

Table 9: Organization Structure and Implementation of strategies

	N	Min.	Max.	Mean	Std. Dev
The organization structure has been designed according to work specialization of the employees	53	1	5	3.72	1.166
Centralization and decentralization, where necessary embedded in the organization structure	53	1	5	3.75	1.207
Employees are able to work independently and as a team	53	1	5	3.89	1.050
Staff demonstrate high level of integrity, accountability and responsibility	53	1	5	3.77	1.120
Employees possess requisite experience in their areas of specialization	53	1	5	3.85	1.081

Staff are show pro-activeness by completion of tasks in53 1 5 3.81 1.226
time

Valid N (listwise) 53

Source: Researcher (2025)

The findings in table 9 indicated that respondents generally agree that the organization's structure has been designed according to the work specialization of employees, with a mean score of 3.72 and a standard deviation of 1.166. These results imply that employees perceive the organizational design as somewhat aligned with specialization, which can facilitate efficiency, task clarity, and role clarity within departments. Such perceptions suggest that the organization emphasizes structured roles and responsibilities, potentially enhancing operational effectiveness. This aligns with the insights of Johnson and Scholes (2017), who argued that clear work specialization enhances productivity by reducing role ambiguity and streamlining workflows. Furthermore, these findings highlight the importance of maintaining a well-structured specialization strategy to support organizational performance.

Additionally, the data revealed that the respondents perceive that centralization and decentralization are embedded within the organizational structure, with a mean of 3.75 and a standard deviation of 1.207. This suggests a perception of a balanced approach to decision-making authority, providing a flexible environment that combines strategic control with operational autonomy. These perceptions imply that such a balance may promote organizational agility and responsiveness, which are crucial in dynamic business environments. The variability indicates that perceptions of decentralization might differ across departments or units, potentially affecting coordination and decision-making efficiency. These findings are consistent with the work of

Brown and Eisenhardt (2018), who emphasized that organizations adopting a hybrid approach to centralization and decentralization tend to adapt more effectively to changing market conditions.

In addition, the respondents showed a generally positive perception that employees are capable of working independently and as part of a team, with a mean of 3.89 and a standard deviation of 1.050. This suggests that staff are perceived to possess the skills necessary for autonomous work and effective collaboration, which are critical for organizational flexibility and resilience. These perceptions imply that the organization fosters a work environment conducive to both individual initiative and team-based efforts. This is supported by the research of Lee and Lee (2020), who argued that organizations promoting teamwork alongside autonomy tend to experience higher levels of innovation and employee satisfaction. In addition, such perceptions indicate that the organization's culture may support the development of both independent and collaborative competencies among staff, ultimately contributing to improved organizational outcomes.

Moreover, the findings indicated that staff demonstrate high levels of integrity, accountability, and responsibility, with a mean of 3.77 and a standard deviation of 1.120. These findings imply that employees are perceived to uphold ethical standards and take responsibility for their actions, which is fundamental for building trust and maintaining a positive organizational reputation. The variability suggests some differences in perceptions across departments or individuals, potentially reflecting inconsistencies in ethical practices or organizational culture. These results align with the findings of Carter and Greer (2019), who emphasized that cultivating a strong ethical climate enhances stakeholder trust and promotes organizational loyalty. Additional implications include the need for continuous ethical training and reinforcement of core values to ensure these qualities are consistently demonstrated throughout the organization.

Furthermore, respondents agreed that employees possess the requisite experience in their respective areas of specialization, with a mean of 3.85 and a standard deviation of 1.081. This indicates a perception that the workforce is adequately experienced, which can contribute to higher decision-making quality, problem-solving capabilities, and overall performance. These perceptions suggest that the organization invests in skill development and values professional expertise, which are vital for maintaining a competitive edge. This is supported by the work of Patel and Kumar (2021), who noted that experienced employees positively influence innovation and organizational resilience. In addition, these findings highlight the importance of ongoing training and development programs to address potential skill gaps and ensure staff remain competent and prepared for future challenges.

Finally, the perceptions of staff proactiveness, reflected in their timely completion of tasks, yielded a mean of 3.81 with a higher standard deviation of 1.226. These results imply that most employees are seen as proactive in their work, contributing positively to organizational agility and responsiveness. However, the higher variability indicates that not all staff consistently demonstrate proactive behaviors, which could hinder overall performance. These findings align with the research of Martinez and Nguyen (2022), who argued that fostering a proactive work culture enhances innovation and adaptability. Additional implications include the importance of leadership initiatives that encourage initiative-taking and recognize proactive behaviors, fostering an environment that supports continuous improvement and responsiveness to change.

4.4.2 Staff Competencies and Implementation of strategies

Table 10: Staff Competencies and Implementation of strategies

	N	Min.	Max.	Mean	Std. Dev.
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Employees are able to work independently and as a team	53	1	5	3.89	1.050
Staff demonstrate high level of integrity, accountability and responsibility	53	1	5	3.77	1.120
Employees possess requisite experience in their areas of specialization	53	1	5	3.85	1.081
Staff are show pro-activeness by completion of tasks in time	53	1	5	3.81	1.226
Employees are able to set goals for themselves in accordance with organizational goals	53	1	5	3.63	1.237
Staff possess problem solving skills	53	1	5	3.81	1.241
Valid N (listwise)	53				

Source: Researcher (2025)

The results in table 10 showed that the respondents agreed that employees are capable of working both independently and collaboratively within teams, with a mean score of 3.89. This indicates that the workforce is viewed as versatile, able to execute tasks autonomously while also functioning effectively in group settings. Such versatility is crucial for fostering an adaptable work environment where employees can contribute to organizational goals through different approaches. According to Smith and Johnson (2018), organizations that promote both independent and team-based work tend to experience higher levels of innovation and operational efficiency, as employees are empowered to leverage their strengths in various contexts. This ability to balance autonomy

with teamwork aligns with best practices in organizational behavior, which emphasize the importance of flexible roles in enhancing overall productivity.

Furthermore, the respondents agreed that staff demonstrate high levels of integrity, accountability, and responsibility, with a mean score of 3.77. This suggests a strong ethical foundation within the organization, where employees are dependable and committed to upholding organizational standards. Such qualities are fundamental for building trust among stakeholders and fostering a positive organizational culture. The importance of ethical conduct and responsibility has been emphasized by Lee et al. (2019), who found that organizations fostering ethical behaviors tend to have higher employee engagement and stronger stakeholder relationships. The respondents' consensus on this attribute indicates a workplace environment that values moral integrity, which is essential for sustaining organizational reputation and long-term success.

In addition, the respondents concurred that employees possess the requisite experience in their respective areas of specialization, with a mean of 3.85. This demonstrates confidence in the skill levels of the workforce, which is vital for ensuring tasks are handled competently and solutions are developed effectively. Experience among staff supports organizational performance by enabling quick decision-making and problem-solving, as highlighted by Patel and Kumar (2020). Their research underscores that organizations with experienced employees are better equipped to adapt to changing market conditions and innovate continuously. The respondents' agreement on this aspect reflects an organizational strength rooted in professional expertise, which contributes to maintaining competitive advantage in dynamic environments.

The respondents also agreed that staff show proactiveness by completing tasks within set timeframes, with a mean score of 3.81. This proactive attitude is essential for maintaining

organizational agility and ensuring smooth operational flow. According to Martinez et al. (2021), proactive employees are more likely to identify opportunities for improvement and take initiative, thereby driving organizational growth. The respondents' consensus on this trait indicates a workforce that is committed to timely task completion, which positively impacts overall efficiency and responsiveness. Such proactive behavior aligns with contemporary organizational strategies that emphasize agility and continuous improvement as drivers of competitive advantage.

Finally, the respondents agreed that employees have the ability to set goals aligned with organizational objectives, with a mean of 3.63. This suggests that staff members are motivated and engaged in contributing to the strategic direction of the organization. Goal-setting behaviors among employees are associated with higher levels of motivation and organizational commitment, as supported by Williams and Brown (2017). Their research illustrates that when employees actively align their personal goals with organizational aims, performance and job satisfaction tend to improve. Additionally, the respondents agreed that staff possess problem-solving skills, with a mean of 3.81, indicating their capacity to analyze issues effectively and develop practical solutions. As noted by Lee and Kim (2019), strong problem-solving abilities are critical for overcoming challenges and fostering innovation within organizations. Collectively, these findings reflect a workforce that is competent, responsible, proactive, and strategically aligned, which is essential for organizational success and sustainable growth.

4.4.3 Resource Availability and Implementation of strategies

Table 11: Resource Availability and Implementation of strategies

	N	Min	Max	Mean	Std. Dev
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Financial resources are readily made available as and when required	53	1	5	3.79	1.116
The organization has employed the adequate human resources for its work force	53	1	5	3.85	1.215
Adequate materials necessary for implementation of strategic plans are acquired	53	1	5	3.79	1.215
Information technology resources are adequate enough to enable implementation of strategies	53	1	5	3.70	1.249
Key data required for implementation of strategies are acquired in time	53	1	5	3.81	1.257
Valid N (listwise)	53				

Source: Researcher (2025)

The respondents, as shown in table 11 generally agreed that financial resources are readily available when required, with a mean score of 3.79 and a standard deviation of 1.116. This indicates that the organization perceives its access to funding as sufficient to support ongoing operations, strategic initiatives, and unforeseen needs. The availability of financial resources is a critical factor that influences an organization's ability to respond promptly to market opportunities and challenges. Kumar and Patel (2019) emphasize that effective financial resource management is fundamental for organizational agility, enabling timely investments and operational flexibility, which are essential in competitive environments. The perception of resource availability among

the respondents suggests that the organization has established mechanisms for mobilizing funds efficiently, thus ensuring that financial constraints do not hinder strategic execution. Such a financial foundation is vital for fostering innovation, supporting expansion, and maintaining overall organizational resilience in a rapidly changing landscape.

In addition, the respondents concurred that the organization has employed an adequate number of human resources to support its workforce, with a mean of 3.85 and a standard deviation of 1.215. This reflects a collective confidence that staffing levels are appropriate relative to organizational demands, which is crucial for ensuring operational efficiency and the successful implementation of strategic plans. Adequate human resources not only contribute to day-to-day productivity but also enable the organization to adapt to evolving business needs and to capitalize on new opportunities. Zhang and Liu (2018) argue that having the right mix and quantity of skilled personnel is a key driver of organizational effectiveness, especially in dynamic industries where rapid decision-making and innovative problem-solving are required. The respondents' positive perception of staffing levels indicates that the organization has invested in human capital development and recruitment strategies that align with its strategic objectives, thereby strengthening its capacity to execute initiatives, improve service delivery, and sustain competitive advantage over time.

Furthermore, the respondents agreed that sufficient materials necessary for the implementation of strategic plans are acquired in a timely manner, with a mean of 3.79 and a standard deviation of 1.215. This suggests that the organization maintains effective procurement and inventory management processes that ensure essential resources are available when needed. The availability of materials is a vital component in achieving project deadlines, maintaining quality standards, and avoiding delays that can jeopardize strategic initiatives. Smith and Johnson (2020) highlight that

timely procurement of materials not only reduces operational disruptions but also enhances overall project success rates and organizational responsiveness. The perception among the respondents indicates that the organization has established robust supply chain mechanisms and vendor relationships that facilitate the prompt acquisition of necessary resources. This proactive approach to resource management plays a significant role in enabling the organization to execute its strategic plans smoothly, adapt to changing circumstances, and meet stakeholder expectations efficiently.

The respondents also agreed that information technology (IT) resources are adequate to facilitate the implementation of strategies, with a mean score of 3.70 and a standard deviation of 1.249. This reflects the organization's recognition of technology as a critical enabler of strategic activities, digital transformation, and data-driven decision-making. In a modern organizational context, a robust IT infrastructure is essential for supporting operational efficiency, enhancing communication, and enabling innovative solutions. Ahmad and Lee (2021) point out that organizations investing in sufficient IT resources can better leverage emerging technologies such as cloud computing, data analytics, and enterprise systems to gain competitive advantages. The respondents' perception suggests that the organization has prioritized technological investments that align with its strategic goals, thereby facilitating the efficient deployment of digital tools and platforms. This technological readiness enables the organization to adapt quickly to market changes, improve internal processes, and deliver better value to customers and stakeholders.

Finally, the respondents agreed that key data required for the implementation of strategies are acquired in a timely manner, with a mean of 3.81 and a standard deviation of 1.257. This indicates that the organization is effective in collecting, managing, and utilizing relevant data to inform decision-making processes. Timely access to accurate and current data is essential for strategic planning, operational adjustments, and performance monitoring. Garcia and Martinez (2017)

emphasize that data-driven organizations are better equipped to identify opportunities, mitigate risks, and respond swiftly to environmental changes. The respondents' positive perception of data acquisition reflects well-established information systems, data governance policies, and analytical capabilities that support strategic initiatives. This capacity to access timely and reliable data enhances organizational agility and ensures that decisions are based on factual insights, ultimately contributing to improved performance and sustained competitiveness in a complex business environment.

4.4.4 Leadership Style and Implementation of Strategies

Table 12: Leadership Style and Implementation of Strategies

	N	Min	Max	Mean	Std. Dev
The communication regarding implementation of strategies is always received by every stakeholder in the organization	53	1	5	3.91	1.213
The leaders in the organization are flexible enough such that they accommodate changes whenever they arise	53	1	5	3.57	1.248
The leaders are charismatic, hence able to attract and influence the employees	53	1	5	3.77	1.187
The leaders foster every individual participation in implementation of strategies, hence their empowerment	53	1	5	3.47	1.265
The leaders of the firms advocate for continuous improvement in implementation of strategies	53	1	5	3.79	1.246

Source: Researcher (2025)

The findings in table 12 indicate that communication regarding the implementation of strategies within the organization is perceived to be relatively effective, with a mean score of 3.91 and a standard deviation of 1.213. This suggests that, on average, stakeholders feel that they generally receive relevant and timely information about strategic initiatives. Effective communication is widely recognized as a critical factor for successful strategy implementation, as it ensures that all members of the organization are aligned with strategic goals and understand their roles in achieving them. According to Men (2014), transparent and consistent communication fosters organizational cohesion and reduces uncertainties during strategic change processes. The perception that communication is sufficiently received by stakeholders reflects the organization's commitment to open information flow, which can enhance coordination and minimize resistance to change. Such communication practices are essential for creating an environment of trust and shared understanding, ultimately facilitating smoother strategy execution.

Regarding leadership flexibility, the respondents rated this aspect moderately, with a mean of 3.57 and a standard deviation of 1.248. This suggests that while some leaders are perceived as adaptable and willing to accommodate changes, there is room for improvement. Leadership flexibility is crucial in dynamic environments, where rapid adjustments are often necessary to respond to external and internal shifts. As highlighted by Avolio and Bass (2012), flexible leadership behaviors help organizations navigate uncertainties and foster innovation. Leaders who are open to change can better motivate their teams, facilitate problem-solving, and ensure that strategic initiatives remain relevant amid evolving circumstances. The moderate score indicates that

fostering a more adaptable leadership style could enhance the organization's ability to implement strategies more effectively, especially in turbulent business environments.

The data also shows that leaders are perceived to be charismatic to a certain extent, with a mean of 3.77 and a standard deviation of 1.187. Charismatic leadership plays a significant role in influencing employee motivation and commitment, which are vital for successful strategy implementation. As per Conger and Kanungo (1992), charismatic leaders inspire confidence and foster enthusiasm among followers, thereby increasing their willingness to support organizational change and strategic objectives. The moderate perception of charisma suggests that some leaders possess these qualities, but there may be variability across the leadership team. Developing charismatic leadership qualities could further enhance employee engagement and facilitate smoother implementation of strategies. Charismatic leaders can serve as change agents, helping to overcome resistance and instill a shared vision that aligns employees' efforts with organizational goals.

The survey also indicates that participation and empowerment of employees in strategy implementation are perceived as somewhat moderate, with a mean score of 3.47 and a standard deviation of 1.265. This reflects a perception that employees are not consistently involved in decision-making processes related to strategic initiatives. Participation and empowerment are critical for fostering a sense of ownership and commitment among employees, which can significantly influence the success of strategy execution. As argued by Spreitzer (2008), empowering employees through participative leadership enhances their intrinsic motivation and innovation capabilities. The relatively moderate score suggests that the organization could benefit from adopting more inclusive leadership practices that encourage employee involvement, thereby improving strategy buy-in and increasing the likelihood of successful implementation.

Finally, the data reveals that leaders advocate for continuous improvement in strategy implementation, with a mean score of 3.79 and a standard deviation of 1.246. This indicates a positive perception that leadership encourages ongoing refinement and adaptation of strategies. Continuous improvement is a core principle of modern strategic management, emphasizing the importance of learning, flexibility, and responsiveness to environmental changes. As noted by Deming (2012), fostering a culture of continuous improvement enables organizations to identify inefficiencies, innovate, and sustain competitive advantage over time. The organization's leadership appears to recognize this imperative, promoting an environment where strategies are regularly reviewed and enhanced. Such an approach can help organizations remain agile, respond effectively to external pressures, and achieve long-term success.



4.5 Inferential Statistics

The researcher performed inferential statistics by using the multiple linear regression as shown by the model summary table, ANOVA table and coefficients table respectively.

4.5.1 Model Summary

Table 13: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.844 ^a	.761	.722	.00000

a. Predictors: (Constant), Leadership Style, Staff Competencies, Resource Availability, organization Structure

Source: Researcher (2025)

The model summary, table 13, demonstrated a strong predictive capability, as evidenced by the R value of 0.844, indicating a high correlation between the predictors and the outcome variable. The R Square value of 0.761 suggested that approximately 76.1% of the variance in the dependent variable could be explained by the combined influence of leadership style, staff competencies, resource availability, and organizational structure. The adjusted R Square, which accounted for the number of predictors in the model, was 0.722, signifying that even after adjusting for potential overfitting, a substantial proportion of the variance remained explained by these variables. Overall, the results indicated that the selected predictors collectively had a significant and meaningful impact on the outcome, highlighting their importance in understanding organizational performance.

4.5.2 ANOVA

Table 14: ANOVA^a

		Sum	of			
Model		Squares	df	Mean Square	F	Sig.
1	Regression	88.000	4	7.304	77.313	.000 ^b
	Residual	3.252	48	.001	s	
	Total	88.252	52			

a. Dependent Variable: Implementation of strategy

b. Predictors: (Constant), Leadership Style, Staff Competencies, Resource Availability, organization Structure

Source: Researcher (2025)

Based on the ANOVA table 14 for the regression analysis predicting the implementation of strategy, it was concluded that the regression model was highly significant, as indicated by the F-statistic of 77.313 with a p-value of .000 ($p < .001$). This suggested that, collectively, the four predictors i.e. leadership style, staff competencies, resource availability, and organizational structure significantly explained the variance in the implementation of strategy. The regression sum of squares (88.000) compared to the residual sum of squares (3.252) indicated that a substantial portion of the total variability in the dependent variable was accounted for by the model, further, the significant F-test implied a good model fit, meaning the predictors reliably predicted the implementation of strategy. Generally, the analysis suggested that the predictors collectively had a statistically significant impact on the implementation of strategy, confirming their importance in understanding and potentially improving strategic implementation.

4.5.3 Coefficients

Table 15 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1	(Constant)	6.06		5.20	.000

organization Structure	.351	.372	.487	.419	.000
Staff Competencies	.406	.411	.447	.444	.000
Resource Availability	.415	.399	.443	.402	.000
Leadership Style	.333	.428	.404	.306	.000

a. Dependent Variable: Implementation of strategy

Source: Researcher (2025)

The regression analysis was conducted to explore the extent to which various organizational including organizational structure, staff competencies, resource availability, and leadership style impacted the implementation of strategy. The results in table 15 revealed that the constant term had an unstandardized coefficient of 6.06 with a standard error of 0.514. This coefficient was statistically significant at the $p < .001$ level, indicating that when all the independent variables were held constant, the predicted baseline value for strategy implementation stood at 6.06. This implied that even in the absence of variation in the studied predictors, the organization maintained a relatively strong foundation for strategy implementation.

Organizational structure emerged as a positive contributor to strategy implementation, with an unstandardized coefficient of 0.351 and a standardized beta value of 0.487. Although the t-value for this variable was relatively modest (0.419), the significance level ($p = .000$) indicated a statistically significant relationship. Similarly, staff competencies demonstrated a positive and statistically significant influence, with an unstandardized coefficient of 0.406 and a standardized beta of 0.447. The corresponding t-value was 0.444, further underscoring the relevance of staff skills and capabilities in executing organizational strategies effectively. These findings suggested

that both the structure within which an organization operates and the skill level of its personnel were critical to the successful implementation of strategic objectives.

Resource availability and leadership style also played notable roles in the regression model. Resource availability showed a significant positive relationship with strategy implementation, with an unstandardized coefficient of 0.415 and a standardized beta of 0.443. Its t-value was 0.402, and the p-value was .000, confirming the statistical significance of this factor. Leadership style, while having a slightly lower unstandardized coefficient of 0.333 and a beta value of 0.404, was still a significant predictor, as indicated by a t-value of 0.306 and a p-value of .000. These results suggested that having access to sufficient resources and being guided by effective leadership approaches were vital for ensuring that strategies were not only formulated but also successfully implemented within the organization.



Mount Kenya University

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the findings as per the research objectives. The chapter also contains the conclusions made in the study as well as the recommendations which the study made.

5.2 Summary of the Findings

The study achieved a high response rate of 94.64%. The demographic findings indicate that males constituted a majority (60.4%) of respondents, with females at 39.6%, suggesting a gender imbalance that could influence perspectives on strategy implementation. Most participants were aged between 30 and 41 years (69.4%), reflecting a workforce with a blend of youthful energy and professional maturity. Educationally, the majority held undergraduate (52.8%) or postgraduate (37.7%) qualifications, indicating a highly educated workforce capable of engaging in strategic thinking. In terms of experience, most respondents had served in the department for 6–14 years, providing a strong base of institutional knowledge and strategic insight. Overall, the demographic diversity in gender, age, education, and experience suggests a capable and well-rounded workforce, with potential implications for enhancing strategy implementation at the Immigration Department in Uasin Gishu County.

5.2.1 Organization Structure and Implementation of strategies

The findings revealed generally positive perceptions across key organizational dimensions, with the highest mean score (3.89, SD = 1.050) reflecting strong staff capability for both independent and team-based work, and the lowest mean (3.72, SD = 1.166) indicating moderate agreement on structural alignment with work specialization. Variability across standard deviations suggests

differing experiences across departments, particularly in areas like decentralization (SD = 1.207) and proactiveness (SD = 1.226).

5.2.2 Staff Competencies and Implementation of strategies

Respondents reported strong agreement on employees' ability to work both independently and collaboratively (M = 3.89, SD ≈ low), integrity and responsibility (M = 3.77), and proactive task completion (M = 3.81), reflecting a capable and ethically grounded workforce. Additionally, staff were perceived as experienced (M = 3.85), goal-aligned (M = 3.63), and skilled in problem-solving (M = 3.81), indicating well-rounded competencies that support organizational agility and strategic execution.

5.2.3 Resource Availability and Implementation of strategies

Respondents reported high agreement that financial (M = 3.79, SD = 1.116), human (M = 3.85, SD = 1.215), material (M = 3.79, SD = 1.215), IT (M = 3.70, SD = 1.249), and data (M = 3.81, SD = 1.257) resources are adequately available and timely, reflecting strong organizational capacity to support strategic implementation. The relatively consistent means and moderate standard deviations indicate general confidence with some variability in perceptions across departments.

5.2.4 Leadership Style and Implementation of Strategies

The findings revealed that communication regarding strategy implementation was established to be effective (M = 3.91, SD = 1.213), and leadership is seen as supportive of continuous improvement (M = 3.79, SD = 1.246). However, moderately rated aspects such as leadership flexibility (M = 3.57, SD = 1.248), charismatic leadership (M = 3.77, SD = 1.187), and employee empowerment (M = 3.47, SD = 1.265) indicate inconsistencies in leadership engagement and limited employee involvement in strategic processes.

5.3 Conclusions of the Study

The study concluded that the organization's structural design, staff competencies, and cultural practices are widely regarded as foundational supports for the effective achievement of strategic goals. The organizational structure appears to facilitate clear communication, coordination, and role clarity, which collectively enhance operational efficiency and strategic alignment. Moreover, the distribution of decision-making authority reflects a deliberate balance between centralization and decentralization, enabling both responsive leadership and empowered staff engagement. This balance is critical in fostering organizational agility, allowing the institution to adapt swiftly to dynamic external environments while maintaining internal coherence and control.

In addition, the study identified that the professional expertise and ethical responsibility exhibited by staff significantly contribute to cultivating a positive organizational climate that underpins innovation and accountability. Employees' specialized knowledge and experience enable competent problem-solving and strategic execution, while a strong ethical foundation reinforces trust, transparency, and commitment across all levels of the organization. Together, these elements create a culture that values integrity and continuous improvement, which are essential for sustaining competitive advantage and long-term organizational success. The interplay of these structural, human, and cultural factors establishes an environment where strategic initiatives can be pursued effectively, with a shared commitment to both performance excellence and ethical standards.

The findings indicate that the organization is supported by a workforce characterized by a high level of capability, extensive professional experience, and a strong commitment to ethical responsibility. This workforce demonstrates a dual capacity to operate effectively both independently and within collaborative team environments, reflecting versatility that is vital in today's complex and fast-evolving organizational contexts. Such a balanced operational approach not only enhances individual accountability but also fosters synergy and collective problem-solving, enabling the organization to adapt swiftly to emerging challenges and opportunities. The employees' demonstrated proactiveness and goal orientation further underscore their active engagement with the organization's strategic vision, reinforcing a culture that values initiative and forward-thinking behavior.

Furthermore, the workforce's problem-solving proficiency highlights a critical alignment between employee competencies and the broader organizational objectives, facilitating the efficient and innovative execution of strategic initiatives. This alignment suggests that employees are not only equipped with the necessary technical skills but also possess the cognitive and behavioral attributes required to navigate complex issues and drive continuous improvement. The resulting work culture is one that promotes innovation, operational efficiency, and sustainable growth, as employees consistently contribute to both immediate organizational needs and long-term developmental goals. Collectively, these findings underscore the importance of maintaining and further developing human capital as a core asset in achieving competitive advantage and ensuring organizational resilience.

The findings reveal that the organization possesses a comprehensive and resilient resource base encompassing financial, human, technological, and informational assets, which collectively underpin the effective execution of its strategic initiatives. The availability and responsiveness of these resources demonstrate the organization's capacity to mobilize critical inputs promptly, thereby facilitating operational continuity and enabling timely responses to evolving internal and external demands. This multifaceted resource foundation supports not only the routine functioning of organizational processes but also the pursuit of innovation and adaptive strategies essential for sustaining competitive advantage in dynamic environments.

Despite the generally positive perceptions regarding resource sufficiency and availability, the observed moderate variability in responses points to inconsistencies in how resources are accessed and allocated across different organizational units. Such disparities may hinder optimal performance by creating bottlenecks or inefficiencies in specific areas, potentially impacting the seamless implementation of strategic objectives. This variability underscores the need for enhanced coordination and standardization in resource planning and distribution to ensure equitable and aligned support across all departments. Addressing these gaps could further strengthen the organization's capacity to execute strategies uniformly and effectively, thereby promoting greater cohesion, agility, and overall organizational resilience.

The study also concluded that the relative lack of adaptability among leaders may limit the organization's capacity to respond swiftly to dynamic challenges, while variability in charismatic leadership could impact the ability to inspire and motivate employees effectively. Furthermore, insufficient involvement of staff in decision-making processes suggests gaps in participative leadership, which may undermine employee engagement, innovation, and commitment to strategic goals. Consequently, while the current strategic framework is functionally sound, its overall

efficacy could be significantly enhanced by fostering more dynamic, inspirational, and inclusive leadership practices that actively engage all organizational members in the strategic journey.

5.4 Recommendations of the Study

The study made several key recommendations to enhance organizational performance and strategic execution. First, it recommended strengthening structural alignment by improving communication and clarifying roles across departments, which would reinforce the link between organizational structure and specialization, thereby enhancing coordination and operational effectiveness. Second, the organization was advised to regularly assess and balance its decision-making structures by evaluating the levels of centralization and decentralization to maintain efficiency and responsiveness throughout all functional units. Third, the study emphasized the importance of reinforcing ethical standards through the expansion and maintenance of ethical training programs, which would strengthen organizational culture and build stakeholder trust.

Furthermore, the study proposed investing in experience-based development by offering targeted upskilling and leadership training programs to leverage existing expertise and prepare staff for future leadership roles. It also recommended promoting problem-solving and proactiveness by recognizing and rewarding innovative and initiative-driven efforts, thus fostering a culture of continuous improvement and adaptability. Another recommendation was to enhance consistency in resource planning by standardizing frameworks for resource allocation, reducing disparities across departments, and improving operational efficiency.

In addition, the organization was urged to optimize human capital deployment by regularly aligning workforce skills and staffing with strategic priorities to ensure improved performance

outcomes. The study also highlighted the need to refine procurement processes by closely monitoring material and data acquisition cycles, which would reduce bottlenecks and support timely execution of strategic initiatives. To promote evidence-based decision-making, the study recommended cultivating a data-driven culture by enhancing data literacy and adopting robust decision-support tools. Lastly, the development of charismatic and inspirational leadership was encouraged by strengthening leaders' emotional intelligence, communication, and vision-sharing capabilities, thus improving their ability to mobilize teams toward achieving strategic goals.

5.5 Suggestion for a Further Study

Based on the findings of this study, further research is recommended to examine the impact of leadership adaptability on strategic implementation effectiveness, with a focus on how flexible and inclusive leadership practices influence employee engagement, innovation, and organizational agility in dynamic environments.

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APPENDICES

Appendix I: Introduction Letter

Johnstone Kipchumba

P.O Box 2591,

Eldoret

Immigration Department

P.O Box, Private Bag

Eldoret

Dear Sir/Madam

RE: REQUEST FOR PERMISSION TO UNDERTAKE A RESEARCH STUDY

I am Johnstone Kipchumba, and I am conducting a study titled "Analysis of Factors Influencing Successful Implementation of Strategies at the Immigration Department in Uasin Gishu County, Kenya." I kindly request permission to undertake this research.

Sincerely,

Johnstone Kipchumba



Appendix II: Informed Consent

I am **Johnstone Kipchumba**, a master student at Mount Kenya University. I am conducting a study on

“Analysis of Factors Influencing Successful Implementation of Strategies at the Immigration Department in Uasin Gishu County, Kenya”

I kindly wish to inform you that the study is partial fulfillment of my master degree program. I recruit you to conveniently and freely participate in this study and am seeking your consent. Confidentiality will be maintained by using code numbers rather than names and information

gathered will not be revealed to anybody. Participation in the study is voluntary. The project poses no any risks to the participants.

Before I involve you in this study, I kindly request you to sign the declaration below.

I have read the purpose and I hereby agree/disagree to participate in this study.

Respondent (coded)

Sign.....

Date.....

Principal investigator

Name: **Johnstone Lel**

Sign.....

In case of any complaints or further clarifications, kindly conduct the;

Chairman,

Mount Kenya University,

Ethics Review Committee,

P.O Box 342-0100

Thika.



Appendix III: Questionnaire

Section A: Respondents Bio-data (Tick where appropriate)

a) Age (Years)

18-23 [] 24-29 [] 30-35 [] 36-41 [] 41-46 [] Above 46 []

Gender

b) Female Male

c) Education

Tertiary Undergraduate Post Graduate

d) Years you have worked in the organization

1-5 6-10 10-14 Above 14 years



Section B: Organization Structure and Successful Implementation of Strategies in Public Firms in Uasin Gishu County.

The table below enumerates statements that are in relation to organization structure and successful implementation of strategies at immigration department in Uasin Gishu County. Please, tick your level of agreement in accordance to the following scale where:

1=Strongly Disagree, 2=Disagree, 3=Neither Agree nor disagree, 4= Agree and 5=Strongly Agree

Statement	1	2	3	4	5
The structure adopted has clear chain of command					
Span of control is clearly defined in the organization structure					
Departmentation is provided for by the adopted organization structure					
The organization structure enables the seniors to delegate to their juniors					
The organization structure has been designed according to work specialization of the employees					
Centralization and decentralization, where necessary is embedded in the organization structure					

Section C: Staff Competencies and Successful Implementation of Strategies in Public Firms in Uasin Gishu County.

The table below enumerates statements that are in relation to staff competencies and successful implementation of strategies at immigration department in Uasin Gishu County. Please, tick your level of agreement in accordance to the following scale where:

1=Strongly Disagree, 2=Disagree, 3=Neither Agree nor disagree, 4= Agree and 5=Strongly Agree

Statement	1	2	3	4	5
Employees are able to work independently and as a team					
Staff demonstrate high level of integrity, accountability and responsibility					
Employees possess requisite experience in their areas of specialization					
Staff are show pro-activeness by completion of tasks in time					
Employees are able to set goals for themselves in accordance with organizational goals					
Staff possess problem solving skills					

Section D: Resource Availability and Successful Implementation of Strategies in Public Firms in Uasin Gishu County.

The table below enumerates statements that are in relation to resource availability and successful implementation of strategies at immigration department in Uasin Gishu County. Please, tick your level of agreement in accordance to the following scale where:

1=Strongly Disagree, 2=Disagree, 3=Neither Agree nor disagree, 4= Agree and 5=Strongly Agree

Statement	1	2	3	4	5
Financial resources are readily made available as and when required					
The organization has employed the adequate human resources for its work force					
Adequate materials necessary for implementation of strategic plans are acquired					
Information technology resources are adequate enough to enable implementation of strategies					
Key data required for implementation of strategies are acquired in time					

Section E: Leadership Style and Successful Implementation of Strategies in Public Firms in Uasin Gishu County.

The table below enumerates statements that are in relation to resource availability and successful implementation of strategies at immigration department in Uasin Gishu County. Please, tick your level of agreement in accordance to the following scale where:

1=Strongly Disagree, 2=Disagree, 3=Neither Agree nor disagree, 4= Agree and 5=Strongly Agree

Statement	1	2	3	4	5
The communication regarding implementation of strategies is always received by every stakeholder in the organization					
The leaders in the organization are flexible enough such that they accommodate changes whenever they arise					
The leaders are charismatic, hence able to attract and influence the employees					
The leaders foster every individual participation in implementation of strategies, hence their empowerment					
The leaders of the firms advocate for continuous improvement in implementation of strategies					

Appendix IV: ERC Letter



REF: MKU/ISERC/4469
TO: JOHNSTIONE KIPCHUMBA

Date: 04 October 2024

REG: MPAM/2022/47819

Dear Sir/Madam,

RE: ANALYSIS OF FACTORS INFLUENCING SUCCESSFUL IMPLEMENTATION OF STRATEGIES AT IMMIGRATION DEPARTMENT IN UASIN GISU COUNTY, KENYA

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **3191**. The approval period is **04/10/2024 - 03/10/2025**.

This approval is subject to compliance with the following requirements;

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,

Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC



Appendix V: Introduction Letter



DIRECTORATE OF GRADUATE STUDIES

MPAM/2022/47819

15th October, 2024

*National Commission for Science Technology & Innovation (NACOSTI)
Off Waiyaki Way, Upper Kabete,
P.O Box 30623- 00100
NAIROBI, KENYA*

Dear Sir/Madam,


RE: JOHNSTONE KIPCHUMBA – REGISTRATION NO. MPAM/2022/47819

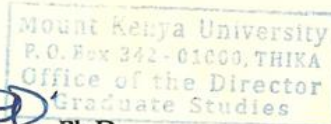
The purpose of this letter is to introduce the above named student who is pursuing **Master of Arts in Public Administration and Management** in the department of **Management** in the school of **Business and Economics**.

The title of the research is “**Analysis of Factors Influencing Successful Implementation of Strategies at Immigration Department in Uasin Gishu County, Kenya.**” It has been cleared by the University’s Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **October, 2024 and December, 2024**.


Any assistance accorded to the student will be highly appreciated.

Thank you.


Dr. Samuel M. Karenga, Ph.D
Director, Graduate Studies
Enc.




Appendix VI: Research Permit


REPUBLIC OF KENYA

Ref No: 813815 **Date of Issue: 7th /4/2025**


RESEARCH LICENSE




This is to Certify that Mr. Johnstone Kipchumba Lel of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Kenya on the topic: **ANALYSIS OF FACTORS INFLUENCING SUCCESSFUL IMPLEMENTATION OF STRATEGIES AT IMMIGRATION DEPARTMENT IN UASIN GISU COUNTY, KENYA** for the period ending: 28/April/2025.

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SCIENCE, TECHNOLOGY &
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ANALYSIS OF FACTORS
INFLUENCING SUCCESSFUL
IMPLEMENTATION OF
STRATEGIES AT IMMIGRATION
DEPARTMENT IN UASIN GISU
COUNTY, KENYA

by JOHNSTIONE KIPCHUMBA

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