FACTORS INFLUENCING STRATEGY IMPLEMENTATION IN STATE CORPORATIONS IN KENYA. A CASE OF COUNCIL OF LEGAL EDUCATION

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Abstract

Purpose: This study sought to establish the factors influencing strategy implementation in state corporations in Kenya. A Case of Council of Legal Education

Methodology: Descriptive research design was adopted for this study. The whole population formed part of the sample size due to the small size of the employees at the Council of Legal Education. Questionnaire was adopted as the research instrument for the study was subjected to pilot testing to identify its validity and reliability. Then data was cleaned and analyzed using SPSS Version 23. The findings were presented using tables, pie charts and bar graphs for further analysis and to facilitate comparison.

Results: Based on the results, a significant awareness level of strategic implementation was established. The results found that a majority of the respondents were aware of the vision and mission represented by 90.7%. The researcher found that though the respondents strongly agreed that organizational structure significantly influenced strategy implementation; majority disagreed that the current organization structure supported the strategic plan. This is represented by 34.4%. Training and involvement of employees in development and implementation was found critical to successful implementation. A strong positive relationship between alignment of organization structure with business strategy and implementation of strategy was established (R=.907, F=24.16, P<0.01). Exactly 50% of the respondents agreed that periodic reporting of strategic implementation was done at the Council of legal Education. Timely evaluation and reporting the feedback to all employees was found essential communication in the implementation process.

Unique Contribution to Theory, Policy and Practice: The study recommended the, review of the current organization structure at the Council of Legal Education, factoring reward and motivation, development of a clear chain of communication and involving all employees in development of strategic plan and implementation process.

Key Words: *Strategy Implementation, State Corporations and Council of Legal Education*

1.0 INTRODUCTION

Strategy implementation is the process that puts plans and strategies into action to reach goals. A strategic plan is a written document that lays out the plans of the business to reach goals, but will sit forgotten without strategic implementation. The implementation makes the company's plans happen. Formulating strategy is difficult. Making strategy work by executing or implementing it throughout the organization is even more difficult. Therefore without effective implementation, no business strategy can succeed. Unlike strategy formulation, strategy implementation is often seen as something of a craft, rather than a science, and its research history has previously been described as fragmented and eclectic (Noble, 1999). It is thus not surprising that, after a comprehensive strategy or single strategic decision has been formulated, significant difficulties usually arise during the subsequent implementation process. The best formulated strategies may fail to produce superior performance for the firm if they are not successfully implemented (Noble, 1999).

Penetrating analyses of strategy implementation by scholars like (Piercy, Kaleka, & Katsikeas, 1998) are important and essential to moving the topic beyond action checklists to conceptual foundations for guiding empirical research and executive action. Unfortunately, most managers know far more about developing strategy than they do about executing it (Hrebiniak, 2006). The CEO of Wells Fargo, John Stump, commented, "We always say we could leave our strategic plan on an airplane, somebody could pick it up, and it wouldn't matter. It is all about implementation. It is how you hire, how you inspire, your culture, how you reward, how you celebrate victories, how you deal with disappointments. This is easy to talk about, but it is all in the execution"(Colvin, 2012). Power and Martin, (2008) stated that a brilliant strategy, blockbuster product, or breakthrough technology can put you on the competitive map, but only solid execution can keep you there.

In Africa, poor implementation of strategies particularly in the public sector is a major factor that has contributed to the weak performance of public institutions and is undoubtedly a major impediment to achieving development goals in the continent. Many government projects either stall or are abandoned due to poor implementation. Clearly, strategy implementation is a challenge to an organization if it is to achieve its goals. Efficient strategy implementation is necessary and hence the need for organizations to master the art of implementing strategy.

The concept of strategy

Strategy is the approach selected to achieve specified goals in the future (Chandler, 1962) it is the determination of the long-term goals and objectives of an enterprise, and the adoption of courses of action and the allocation of resources necessary for carrying out those goals. The formulation and implementation of corporate strategy is a process for developing a sense of direction, making the best use of resources and ensuring strategic fit. Johnson, Scholes, & Whittington, (2008), noted that strategy is the direction and scope of an organization over the long-term, which achieves advantage for the organization through its configuration of resources within a challenging environment, to meet the needs of markets and to fulfil stakeholder expectations.

Armstrong, (2012) cited that the formulation and implementation of corporate strategy is a process for developing a sense of direction, making the best use of resources and ensuring strategic fit. He further added that strategy has three fundamental characteristics; it is about deciding where you want to go and how you mean to get there. It is concerned with both ends

and means. In this sense, a strategy is a declaration of intent on this is what we want to do and this is how we intend to do it. Strategies define longer-term goals but they also cover how those goals was attained. They guide purposeful action to deliver the required result.

Strategy Implementation

Strategy implementation has been defined as the process that turns plans into action assignments and ensures that such assignments are executed in a manner that accomplishes the plan's stated objectives (Schaap, 2012). Higgins (2005) concluded that strategy implementation is a process involving almost all the management functions, i.e. planning, controlling, organizing, motivating, leading, directing, integrating, communicating, and innovation. Implementation is the actions initiated within an organization and its relationships with hands on experience and action oriented human behavioural activity that calls for executive leadership and key managerial skills (Schaap, 2012).

Strategy implementation has also been viewed as the stage of strategic management involving the use of managerial and organizational tools to direct resources towards achieving outcomes (Thompson & Strickland, 1996). Many researchers agree that implementing strategy is a difficult task. (Hrebiniak, 2006) argues that although formulating a consistent strategy is a difficult task for any management team, making the strategy work is even more difficult. (Thompson & Strickland (1996) suggested that implementing strategy is difficult because of the different managerial activities involved, the different ways to tackle each activity, resistance to change, the people management skills required, the need to secure commitment as well as the cooperation needed from the various parties involved.

Strategy implementation is the translation of chosen strategy into organizational action so as to achieve strategic goals and objectives. (Musyoka, 2011) argues that strategy implementation is largely an internal administrative activity. It involves working through others, organizing, motivating, and culture creating strong links between strategy and how the organization operates. It also involves a process of converting the formulated strategies into viable operations that will yield the organization's targeted results. She further argues that delicate and sensitive issues are involved in strategy implementation, such as resource mobilization, restructuring, cultural changes, technological changes, process changes, policy and leadership changes.

Council of Legal Education

In addressing issues linked to education and training for a competent legal profession in Kenya, both the pre and post-colonial governments have undertaken various initiatives and set up several commissions of inquiry to formulate appropriate policy. These include the establishment of The Kenya School of Law following recommendations by the Denning Committee (1962) to provide vocational legal training. In an attempt to streamline and re-organise the Kenya School of Law in the 1990s the Akiwumi Committee (1995) on the Status and Management of the Kenya School of Law was appointed. In 1998, the Kwach Committee on the Administration of Justice was similarly appointed to look into wider issues pertaining to the administration of justice (CLE, 2014). The Council of Legal Education (CLE) is a statutory body established by the Legal Education Act no. 27 of 2012. CLE is mandated to promote legal education and training by regulating, licensing, supervising and accrediting legal education providers, among other functions. In discharging this mandate CLE employs a participatory and inclusive approach in working with government ministries, legal

education providers, industry and other relevant stakeholders in the development of competitive and quality legal education and training for the realization of the Vision 2030.

Since it is a regulatory requirement for all state corporations to develop a strategic plan that will provide a clear roadmap to the realization of the mission and attainment of the vision, CLE adopted a strategic direction over the planning period 2014 -2018. The plan lays down the strategic goals and objectives to be pursued and action plans for their accomplishment. It also provides an implementation framework for the management and the Council to monitor and evaluate the plan's implementation (CLE, 2014).

Statement of the Problem

Many organizations face significant difficulties concerning strategy implementation (Hrebiniak, 2006). The primary objectives are in a way detached as the strategy moves into implementation and the initial momentum is lost before the expected benefits are realized. Successful implementation is a challenge that demands patience, stamina and energy from the involved managers. The key to success is an integrative view of the implementation process (Raps and Kauffman, 2005) as quoted in (Gakenia, 2008).

In Kenya, studies have been done on the implementation of strategies in various organizations. A study by (Ochieng, 1998) on the factors considered important for the successful implementation of information systems as a strategy in commercial banks found that resource allocation was the main determinant.   However, no studies have been done to identify the factors influencing strategy implementation at the Council of Legal Education, which is the only body, mandated to addresses issues linked to education and training for competent legal professionals in Kenya. Given the important role the Council of Legal Education undertakes in assessing individuals who interpret the law, assess the evidence presented, control how hearings and trials unfold in courtrooms which also involves decision making in pursuit of justice, the whole process of strategy formulation and implementation need to be successful.

It is therefore imperative that any factors that would influence the attainment of its strategic goals of ensuring competent advocates and lawyers who represent the community in legal matters be identified and addressed, hence a need to study the factors influencing the strategy implementation at this institution. This study analyzed the factors that influence strategy implementation and suggested ways that would ensure that the institution has achieved to full term its strategic goals.

2.0 LITERATURE REVIEW

Theoretical Review

Open Systems theory

Traditional theories regarded organizations as closed systems that were autonomous and isolated from the outside world. In the 1960s, however, more holistic and humanistic ideologies emerged. Recognizing that traditional theory had failed to take into account many environmental influences that impacted the efficiency of organizations, most theorists and researchers embraced an open-systems view of organizations. The term "open systems" reflected the newfound belief that all organizations are unique in part because of the unique environment in which they operate and that they should be structured to accommodate unique problems and opportunities. Organisations are not closed systems, but operate in open

environments with constant exchange of materials and information (Porter, 2003). Council of Legal Education should communicate with its environment in an open exchange with attention and responsiveness to information. This open exchange can be high or low depending on the degree of openness. In addition, to participate in maintaining system stability parts of the system adjust their communications and other behaviours to achieve or retain equilibrium.

Environmental influences that affect open systems can be described as either specific or general. The specific environment refers to the network of suppliers, distributors, government agencies, and competitors with which a business enterprise inter-acts. The general environment encompasses four influences that emanate from the geographic area in which the organization operates, they include the cultural values, which shape views about ethics and determine the relative importance of various issues, the economic conditions, which include economic upswings, recessions, regional unemployment, and many other regional factors that affect an institution's ability to grow and prosper. Economic influences may also partially dictate an organization's role in the economy. The third category is the legal/political environment, which effectively helps to allocate power within a society and to enforce laws. The legal and political systems in which an open system operates can play a key role in determining the long-term stability and security of the organization's future. These systems are responsible for creating a fertile environment for the business community, but they are also responsible for ensuring via regulations pertaining to operation that the needs of the larger community are addressed. Lastly the quality of education, which is an important factor in high technology and other industries that require an educated work force. Businesses were better able to fill such positions if they operate in geographic regions that feature a strong education system.

The open-systems theory also assumes that all large organizations are comprised of multiple subsystems, each of which receives inputs from other subsystems and turns them into outputs for use by other subsystems. The subsystems are not necessarily represented by departments in an organization, but might instead resemble patterns of activity. Furthermore, a failure in one subsystem will not necessarily thwart the entire system. By contrast, traditional mechanistic theories implied that a malfunction in any part of a system would have an equally debilitating impact.

This theory is relevant to this study in that the context of congruence and fit during strategy implementation, openness and search for relevance are of great essence (Hrebiniak, 2006). Communication as a variable in this study is a very important organizational activity where open communication and change is the active search for information to help and understand the organization in itself and its stakeholders' behaviour. Thus a considerable to how communication through already laid down systems at the Council of Legal Education influences strategy implementation.

Resource dependence theory

Resource dependence theory (RDT) views the organization to be an open system that depends on the external environment for resources and cycling of the output back to the environment (Katz & Khan, 1966). The environment is viewed to be dynamic (Pettus, Kor, & Mahoney, 2009), turbulent and rapidly changing (Emory &Trist, 1965) and therefore requiring the organization to possess enough flexibility and adaptability (Pettus et al., 2009). Resources are critical to implementation of organizational strategy. Resource dependence

theory professes more reliance on "outsiders" and less reliance on "insiders" because the environment is endowed with most of the resources required by an organization (Collin, 2007). The practical consequences are that organizations are more likely to be engaged in external organizational modes of strategic alliances: joint ventures, outsourcing, networking, joint project and dealing with "preferred" suppliers (Zijm, 2009). Organisations require reconfiguring their structures to accommodate the turbulence of the organization and the various external organizational modes (M. Ulijn, M. Duijsters, & Meijer, 2010). An appropriate organization structure adopted by an organization for external resources acquisition ensures cooperation, flexibility, compatibility, competitive advantage, and successful implementation of organizational strategy (Dyer, Kale, & Singh, 2001).

Resource based theory

Resource Based View Theory views resource as very significant in differentiation of a firms' unique advantages and competences. "RBV is often known as the inside-out approach which views the firm internal orientation rather than external orientation as a bundle of assets or resources inscribed in the organization culture, human resources and intellectual property to provide long-term superior performance over competitors (Clegg, S., Carter, C., Kornberger, M., Schweitzer, J. 2011). He argues that for a resource to have a competitive advantage, it should possess the following qualities referred to as the "VRIN model", namely Valuable (adds value by enhancing efficiency and effectiveness), Rare (rare and in high demand), Imperfectly imitable (difficult to imitate) and Non-substitutable (not readily substituted). In the recent years, strategic management researchers have increasingly focused on internal resources and capabilities possessed by organizations as the basis for developing strategies that lead to competitive advantage and superior performance. This was built upon the resources based theory of the firm which viewed organizations as bundles of productive resources that are tangible and intangible and capabilities which they could use to generate competitive advantage and superior performance (Penrose & Mahoney, 2004). Proponents of the resource based view strongly believed that internal resources possessed by organizations could be the key to successful strategies that generate competitive advantage and superior performance(Pearce & Robinson, 2010).

Employees at the Council of Legal Education therefore are a resource through which the institution can optimize their use and achieve value added outcome through a good fit between available resources and strategic objectives. The Resource-based View Theory over the years has given forth to what some scholars define as the Resource Advantage Theory (Chandler, et al., 1990). The strategy implementation stage offers the litmus test on how efficiently and effectively the firm will utilize tangible and intangible resources to take advantage of opportunities in the market place and maintain a sustainable competitive advantage.

Conceptual Framework

| Independent Variable | Dependent Variable |
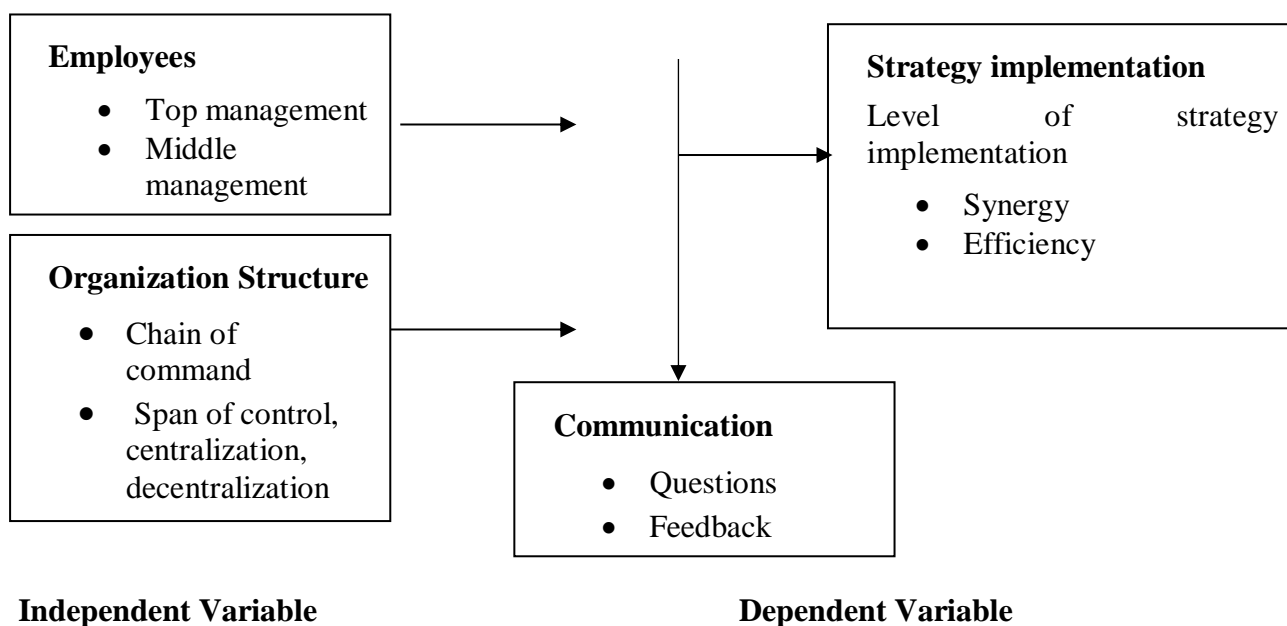
Figure 1 Conceptual framework

Empirical Review

The importance of strategy implementation and execution are undisputable leading to an increased focus on implementation and execution of strategy and managers are starting to be well aware of its tremendous importance. Kazinjian (1986) presented a conceptual strategy implementation framework and highlighted that a strong 'fit' is required among task, people, and organizational structure, information and decision process and reward systems for the successful implementation of strategies. This 'fit' provides the internally consistent design which also matches with the organization's product-market strategy. According to the white paper of strategy implementation of Chinese corporations in 2006, strategy implementation has become the most significant management challenge, which all kinds of corporations face now. The survey reported that eighty three (83) percent of the surveyed companies failed to implement their strategy smoothly and only seventeen (17) percent felt that they had a consistent strategy implementation process.

Wernham (1984) who conducted research in order to identify the factors influencing the implementation of strategy within British telecommunications and assessed their relative importance suggested that strategy formulation and implementation are part of a continuous interactive process. The researcher found a number of problems which were impeding successful strategy implementation as lack of resources (money, men, materials, and other priorities), organisational validity, history/confidence, delay/time mismanagement, lack of information/support, market validity, technical validity and conflicting goals. On the other hand, Wernham also identified the factors which were helpful in making strategy implementation successful which included; adequate provision of resources, technical validity, market validity, information and support, staff enthusiasm/confidence, and top management backing.

Kaplan and Norton, (2008) argued that the major cause of a company's underperformance is the breakdown of its management system. By linking strategy and operations through a

closed-loop management system can reduce the failure chances of the new strategies. A closed-loop management system that can aid in effectively implementing strategies comprised of five stages, beginning with strategy development, which involves applying tools, processes, and concepts such as mission, vision, and value statements; SWOT analysis; shareholder value management; competitive positioning; and core competencies to formulate a strategy statement. Strategy implementation, in turn, links strategy to operations with a third set of tools and processes, including quality and process management, reengineering, process dashboards, rolling forecasts, activity based costing, resource capacity planning and dynamic budgeting. As implementation progresses, managers continually review internal operational data and external data on competitors and the business environment. Finally, managers periodically assess the strategy, updating it when they learn that the assumptions underlying it are obsolete or faulty, which starts another loop around the system (Kaplan & Norton, 2008).

Johnson and Scholes (2002) argued that organizational configuration which includes structures, processes and relationships through which the organization operates, resourcing strategies as overall business strategies and strategies in separate resource areas such as people, information, finance and technology, managing strategic change, and practicing of strategy are important elements for successful implementation of strategies. Hill and Jones, (2008) argued that organizational structure is the heart of implementing strategies effectively. Organizations motivate and coordinate its employees and members through the use of organizational structure, control systems and culture to work towards achieving the desired results by developing the competitive advantage. They also believed that organizational structure, control systems and culture directly affect the behaviour, values and attitudes of people and also help them in implementing the organization's business model and strategies

Čater and Pučko, (2010) conducted a research based on the key success factors in the implementation of business strategy for local business firms in Latin America. Using survey method, a questionnaire was mailed to three hundred (300) companies of different sizes, geographical scopes, and property schemes all over Latin America. The researchers found that most successful companies reported the top three dimensions that included: corporate governance leading the change; CEO's leadership, motivated management and employees; and the strategy formulation process. A comparison of differences between the most and the less successful companies clarifies more precisely why the latter have poor performance. According to the study, the most significant differences in order of importance between most and less successful companies include CEO's leadership and suitable, motivated management and employees, systematic execution and the presence of corporate governance leading the change.

Nyamwanza (2013) argued that participative strategic planning increases personnel understand about company's strategy and strategic goals and help implementing the strategy efficiently. This in turn creates a sense of shared purpose for the employees and increase personnel commitment to strategy implementation. In a study of one hundred and sixty (160) small and medium sized information technology companies they found that participative strategic planning positively affected the personnel commitment to strategy implementation thus increasing the performance of the company.

Majority of the company's lower management do not understand or follow the company's strategy (Crittenden & Crittenden, 2008). This creates a gap between strategy formulation and its implementation process. Crittenden and Crittenden (2008) suggested eight levers of

strategy implementation which would play a pivotal role in the development of the organization, as lever does by making work easier by overcoming resistance against it. They grouped these eight levers into two groups; structural levers and managerial skills levers. It is not essential that all levers are crucial; however, balance between the strong and weak levers is necessary for the effective strategy implementation. Structural levers offer an implementation toolkit that affects the formulation-implementation process and ensuring formulation-implementation-performance cycle. Managerial skills are optional in nature and vary with individual perceptions and behaviour. Skill related implementation levers in the capable organizations framework.

Murage & Wanyoike, (2015) outlined that there are nine individual factors that influence strategy implementation which include; the strategy formulation process, the strategy executors (managers, employees), the organizational structure, the communication activities, the level of commitment for the strategy, the consensus regarding the strategy, the relationships among different departments and different strategy levels, the employed implementation tactics, and the administrative system in place.

3.0 RESEARCH METHODOLOGY

Descriptive research design was adopted for this study. The whole population formed part of the sample size due to the small size of the employees at the Council of Legal Education. Questionnaire was adopted as the research instrument for the study was subjected to pilot testing to identify its validity and reliability. Then data was cleaned and analyzed using SPSS Version 23. The findings were presented using tables, pie charts and bar graphs for further analysis and to facilitate comparison.

4.0 FINDINGS

4.1 Demographic information

This section discusses the demographic characteristics of the employees at the Council of Legal Education that participated in the research.

4.1.1 Gender Distribution

Table 1: Distribution of Gender

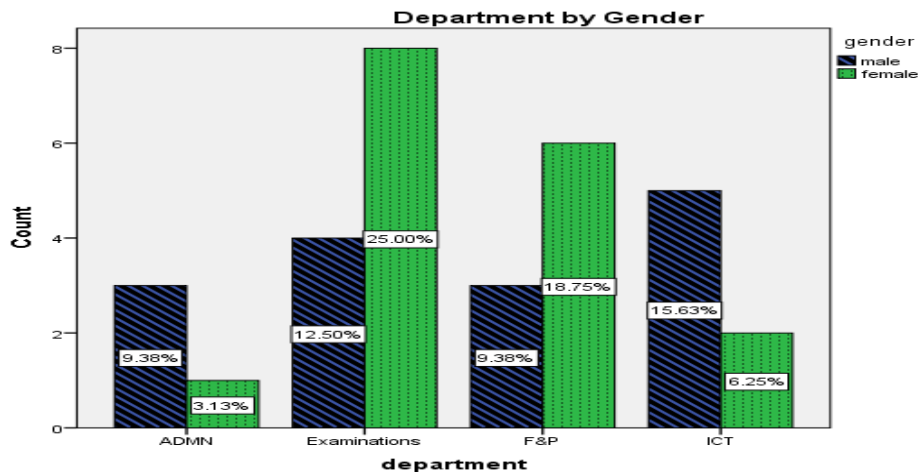| Gender	Frequency	Percent
Male	15	46.9
Female	17	53.1
Total	32	100.0

The table 1 above represents the distribution of the employees by gender. The members of staff were required to indicate their gender. Data collected indicated that majority of respondents were female with a response rate of 53.1% and male with a response rate of 46.9%.

4.1.2 Department that the employee works

Table 2: Frequency distribution by department

	Frequency	Percent
Examinations	12	37.5%
Administration	4	12.5%
ICT	7	21.9%
Finance & planning	9	28.1%
Total	32	100.0

The employees of Council of Legal Education were required to indicate the department they worked. The findings indicate that a majority of the respondents represented by 37.5% worked in the examinations department, 12.5% worked at administration department (ADMN), 21.9% worked in the information communications & technology (ICT) while a total of 30.3% worked in the finance & planning department (F&P).


Figure 2: Department by Gender

4.1.3 Age of the respondent

Table 3: Age distribution

Valid	Frequency	Percent
25-35 Years	17	53.1
35-45 Years	11	34.4
Above 45 Years	4	12.5
Total	32	100.0

The respondents were asked to indicate their age group in years. The study found out that the majority represented by 53.1% of the respondents were aged between 25-35 years, while 34.4% were aged between 35-45 years and 12.5% were aged above 45 years. The results of this study imply that the majority of employees at Council of Legal Education were relatively young.
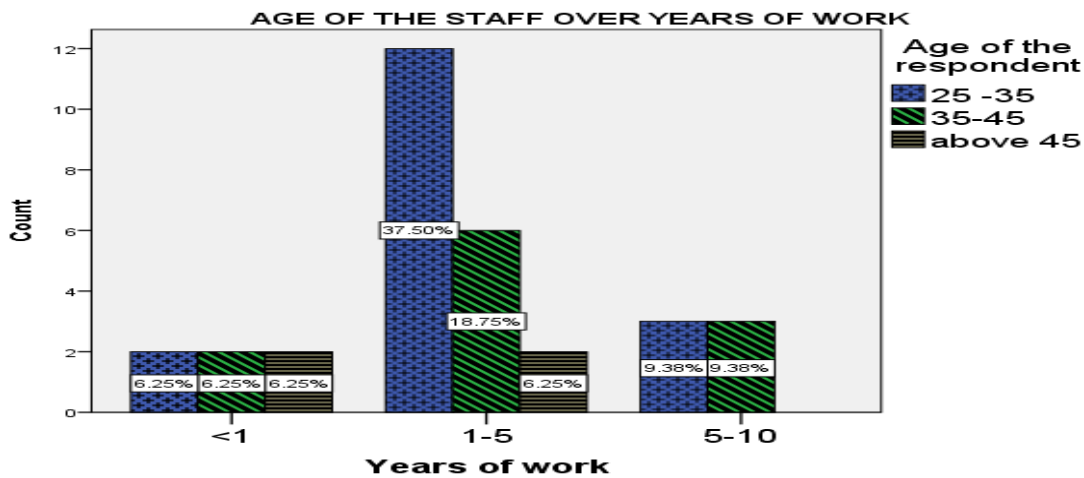
Figure 3: Age of staff over years of work

4.1.4 Years of work at the Institution

Table 4: Years of work

	Frequency	Percent
Less than 1 year	6	18.8%
Between 1-5 years	20	62.5%
Between 5-10 years	6	18.8%
Total	32	100.0

The respondents were asked to indicate how long they had worked for Council of Legal Education. Exactly 62.5% of the respondents reported to have worked between 1 to 5 years with the organisation compared to 18.8% who had worked less than 1 year and 18.8% who had worked between 5 to 10. The results imply that most respondents had worked between 1-5 years. Moreover the results indicated that female employees were more likely to retain their positions in future compared to males.
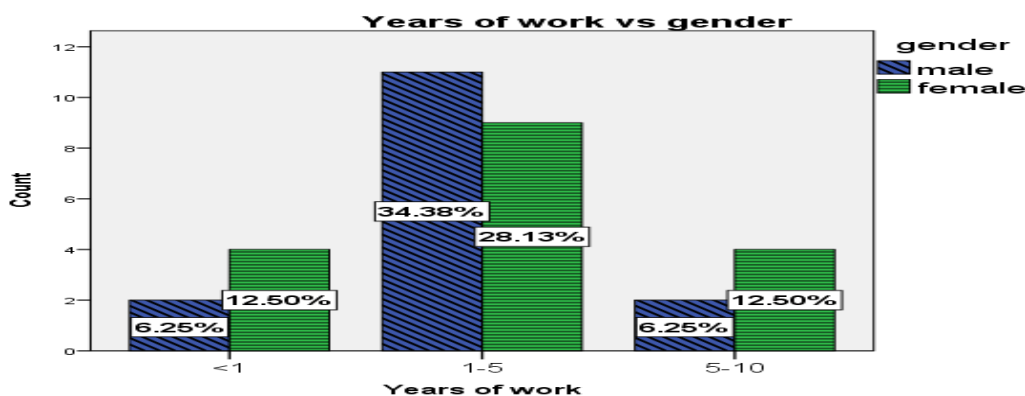

Figure 4: Years of work by gender

4.1.5 Highest Level of Education Attained

Table 5: Education Level

	Frequency	Percent
Postgraduate	9	28.1
Undergraduate	11	34.4
Diploma	10	31.3
Certificate	2	6.3
Total	32	100.0

The members of staff were required to indicate the highest level of education they had achieved. The findings indicate that a high number of the staff had a Bachelor's degree at 34.4%., Master's degree holders stood at 28.1% Diploma at 31.3%, Certificate at 6.3%. The findings imply that the respondents involved in this study were generally well educated.
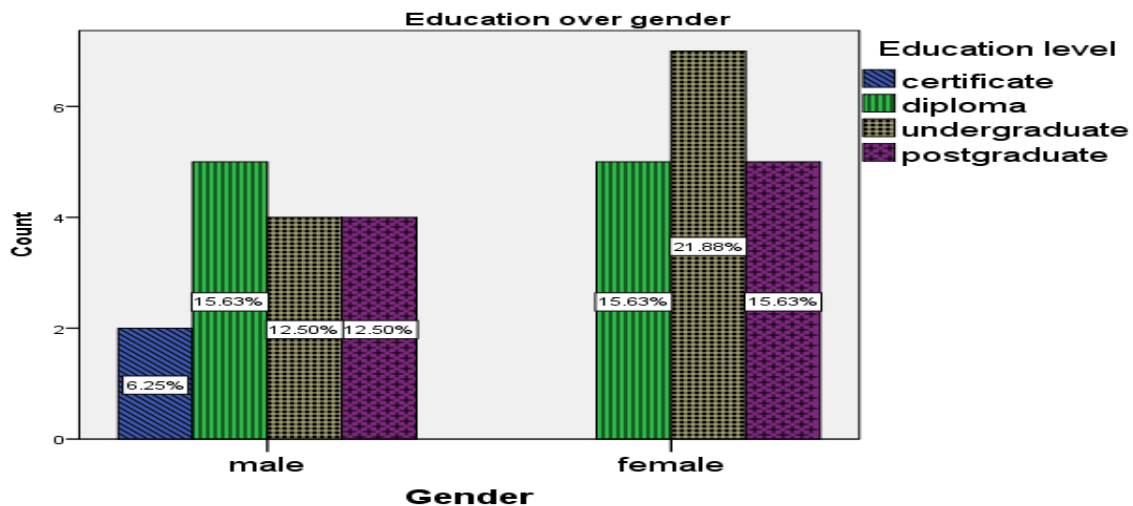
Figure 5: Bar charts of education level over gender

4.2 Employees' awareness and Strategic implementation

At this subsection the study sought to find out employee level of awareness on strategy implementation. The variables explored include, awareness of the mission and vision, top management devotion to implementation, employee awareness of the objectives, whether middle level and lower candle of employees are devoted to implementation, and availability of implementation committee and employee influence on implementation among others.

Table 6: Employee awareness on strategy implementation

Statement	Strongly disagree %	Disagree %	Not sure %	Agree %	Strongly Agree %
Employees are aware of the mission and vision of the organization	9.4%	9.4%	9.4%	59.4%	12.5%
Employees fully understand the objectives of the organization's strategic plan	12.5%	40.6%	18.8%	28.1%	28.1%
The top management is devoted to successful implementation of the strategy	12.5%	37.5%	31.3%	18.8%	-
Middle management and other low cadre employees are dedicated to the success of the strategic plan and its implementation	15.6%	25%	31.3%	25%	3.1%
Employees are regularly trained in view of strategic implementation	12.5%	46.9%	31.3%	9.4%	-
Performance management is linked to strategy implementation	9.4%	25%	12.5%	53.1%	-

Majority of the respondents representing 90.7% were aware of the vision and mission of Council of Legal Education. However, 9.4% were not sure. The study found mixed reactions on understanding of the organizations objectives where 40.6% disagreed while 18.8% were not sure and 56.2% were in agreement. A total of 18.8% agreed that the top management were devoted to implementation of strategic plan while 31.3% weren't sure. 28.1 % agreed that the middle level and lower cadre employees were devoted to strategic plan while 41.6% disagreed. 53.1% of the respondents agreed that performance management is linked to strategy implementation while a total of 12.6% reported not sure.

4.2.1 Spearman's Correlations

Table 7: Spearman's Correlation

|		Frequency	Percent	Spearman's Rho.	p-value
employee aware of vision & mission	not sure	3	9.4	0.743	0.00
	agree	19	59.4		
	strongly agree	10	31.3		
employees fully understand objectives	disagree	6	18.8	0.624	0.00**
	not sure	5	15.6		
	agree	13	40.6		
	strongly agree	8	25		
top management devoted to implementation	not sure	8	25	0.404	0.02
	agree	11	34.4		
	strongly agree	13	40.6		
middle/lower cadre devoted2imple_ of SP	strongly disagree	2	6.3	0.759	0.00**
	disagree	2	6.3		
	not sure	10	31.3		
	agree	10	31.3		
	strongly agree	8	25		
inclusive implementation committee	strongly disagree	4	12.5	0.824	0.00**
	not sure	17	53.1		
	agree	9	28.1		
	strongly agree	2	6.3		
employee trained on implementation	strongly disagree	3	9.4	0.824	0.00**
	disagree	13	40.6		
	not sure	9	28.1		
	agree	5	15.6		
	strongly agree	2	6.3		

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

Awareness of organization mission is positively correlated to successful strategic plan implementation (CI: 95% r=.743, p=0.00). Moreover, a significant positive correlation exist between employee understanding of objectives and successful implementation of strategic plans (CI: 95%, r=.62, p=0.00). However, a significant positive correlation exist between all-inclusive implementation committee and successful implementation (CI: 95% r=.82, p=0.00). The results imply that 74.3% of successful strategic plan, is explained by whether the employees are aware of the mission and vision statement of the Council of Legal Education. Further, it is inferred from the results that 62% of success in implementation of strategic plan at Council of Legal Education is explained by employee awareness of the organization's objectives. The results reveal that 82% of success in implementation of Council of Legal Education strategic plan is explained by involvement of staff in decision in making.

4.2.2 Employee influence on Strategic plan implementation

Table 8: Employee influence on strategic plan implementation

	Frequency	Percent
Little extent	5	15.6
moderate	2	6.3
Great extent	17	53.1
Very great extent	8	25
Total	32	100.0
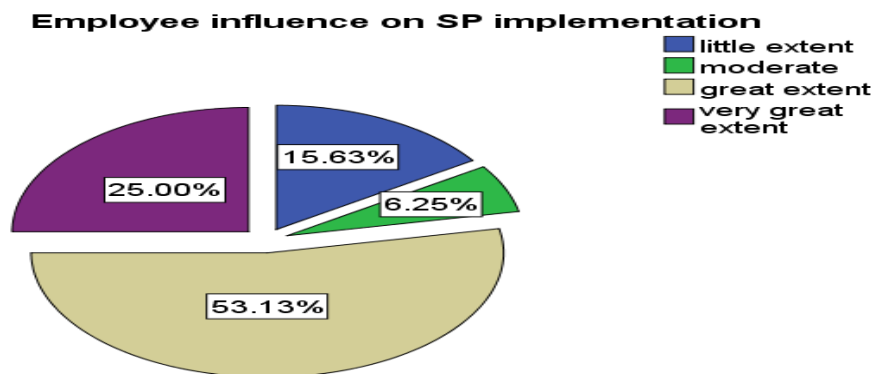
Figure 6: Employee influence on Strategic Plan implementation

The respondents were asked to give their opinions to what extent did the employee influence strategic plan implementation. A significant majority represented by 78.1% of the respondent reported that employee influence strategy implementation to a large extent. While a total of 21.9% of the respondents reported little or not at all. From the qualitative data, the respondents recommended training of employees in order to improve strategic implementation. Training emerged as a major theme with some respondents recommending seminars while others advocating for creation of awareness. Staff welfare and rewards based on performance was also found an essential items influencing strategic plan implementation. The results implied that for employees to own the development process, involvement was found key determinant to successful strategy implementation. And also periodic meetings and separation of roles and functions. For instance one respondent said, "The Hr. section need to be involved more in matter relating Hr. functions in the organization". A respondent who had worked between 1-5 years. The result implies importance of employee and the need for the organization investment in employee growth in order to achieve strategic plans.
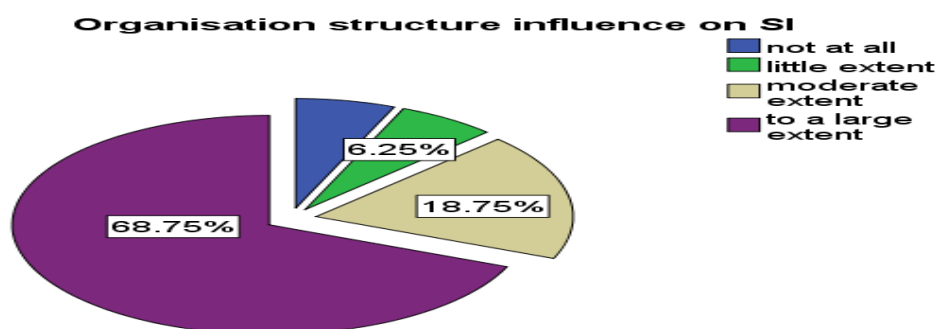
4.3 Organization structure influence on strategy implementation

This subsection reports the influence of organization structure on implementation of the organizational strategy. The variables described include; whether the organization structure; supports implementation of strategic plan, supports faster decision making, engages employees, is aligned with business strategy and whether it's clear and aligned to the strategic plan.

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Table 9: Organization structure influence on strategy implementation

Statement	Strongly Disagree	Disagree	Not sure	Agree	Strongly agree
The current organization structure is clear and decentralized and aligned to the strategic plan	12.50%	31.30%	21.90%	31.30%	3.10%
The current organizational structure is supportive of the implementation of the documented strategy in the Council of Legal Education Master Plan	15.60%	18.80%	28.10%	31.30%	6.30%
The structure ensures faster decision-making to facilitate strategy implementation	9.40%	34.40%	21.90%	21.90%	12.50%
The current organization structure ensures that employees at all levels feel engaged in and motivated in view of the strategy implementation process	9.40%	31.30%	31.30%	15.60%	12.50%
The current organization structure aligns business units with strategy	15.60%	18.80%	21.90%	31.30%	12.50%

Organisation structure influence on SI

- not at all
- little extent
- moderate extent
- to a large extent

6.25%
18.75%
68.75%

Figure 7: Organization structure influence on Strategy Implementation

From the study responses, a sum of 43.8% disagreed that the organization structure is clear and aligned to the strategic plan. 21.9% were not sure while 34.4% agreed. A total 34.4% of the respondents disagreed, that the current organizational structure was supportive of the strategic plan, 28.1% were not sure while 37.6% agreed that it was clear. A majority of those who disagreed recommended review of the organization structure. From the qualitative analysis data analysis reward and motivation emerged as common themes that must be considered in the development of the organizational structure. Clear chain of communication and employee involvement in the development of the strategy also emerged significant.

At total of 34.4% agreed that organizational structure supports faster decision making while 43.8% disagreed, and 21.8% were not sure. Further, 28.1% of the respondents agreed that all employees are engaged in the strategic planning implementation, 40.7% disagree while 31.3% were not sure. 43.8% of the respondents agree that organization structure aligns business units with strategy while 34.4% disagree and 21.9% not sure. The study results implies that staff at Council of Legal Education agreed that the organization structure plays a great role in strategy implementation

Table 10: Regression analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.907ᵃ	.823	.789	.547	.823	24.168	5	26	.000

a. Predictors: (Constant), Organization structure influence on SI, OS clear & aligned to SP, Employee_engagement_SPI, OS_supports faster decision making for SPI, Alignment of business with strategy

b. Dependent Variable: OS supportive of implementation of SP

The study found a strong positive and significant relationship that exists between organization structure with implementation of strategic plan. Specifically, 90.7% of the success in implementation of the strategic plan is explained by Organization structure factors. (F=24.16, R=90.7, P<0.00). From the results we draw inference that for effective implementation of the strategic plan there must be a clear organization structure aligned to the strategic plan, faster decision making, and alignment of business strategy with organizational structure. Table 10 above represents the model summary.

4.4 The role of communication on strategy implementation

This subsection discussed the role of communication on strategy implementation. The variables studied are; communication of vision and mission, strategy communication to stakeholders, periodic reporting, and strategic plan implementation process publishing and top management evaluation of strategic implementation and feedback.

Table 11: Role of Communication on Strategy implementation

Statement	Strongly Disagree	Disagree	Not sure	Agree	Strongly agree
Organization mission and vison is well communicated to all employees	3.10%	12.50%	12.50%	37.50%	34.40%
The top management ensures that each stakeholder understands the strategy properly to ensure buy in	9.40%	53.10%	9.40%	21.90%	6.30%
Outcomes of strategic implementation are communicated to all employees of the organization	3.10%	31.30%	25%	21.90%	18.80%
Our institution uses periodic reporting on matters relating to strategic implementation	9.4	12.50%	28.10%	40.60%	9.40%
The strategic plan and implementation process is published where it can be easily assessed by all stakeholders	28.10%	3.10%	25%	18.80%	25%
The top management evaluates strategy progress and gives feedback on time	9.40%	15.60%	46.90%	28.10%	-

The figures below represents top management communication with stakeholders to create understanding of the strategy and communication of the outcome.
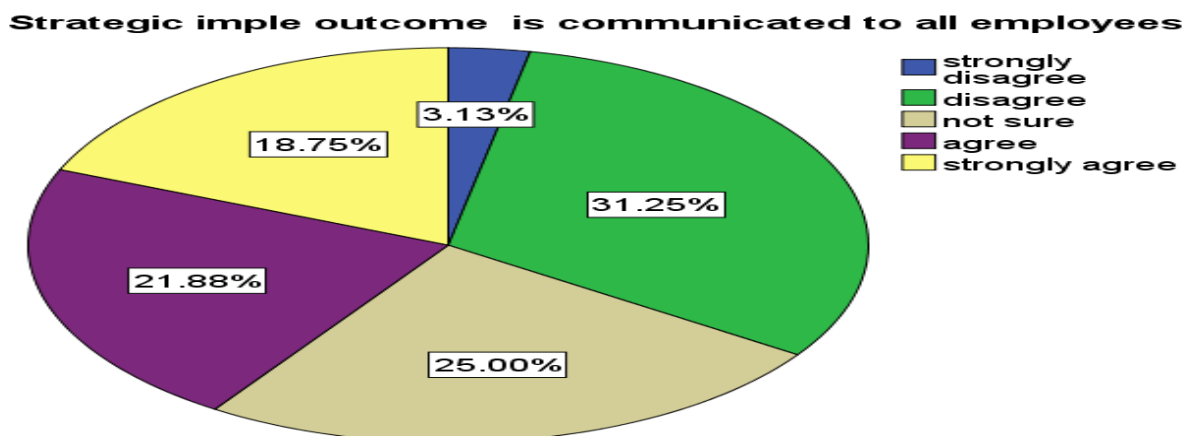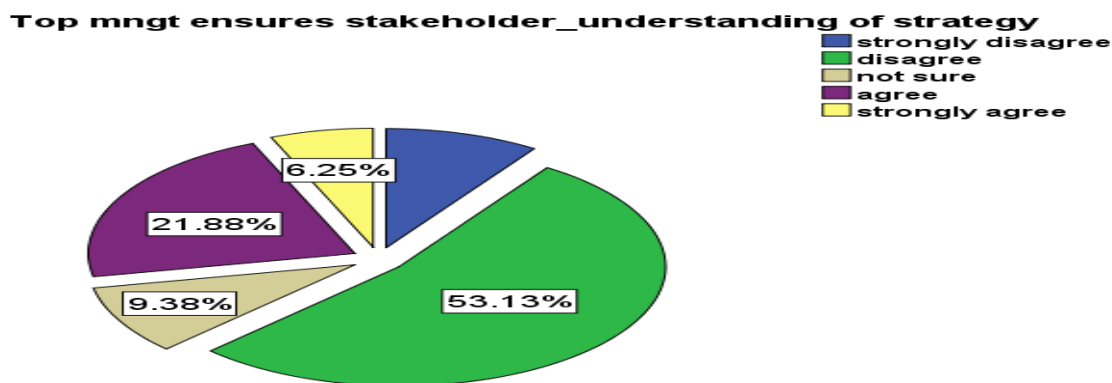
Figure 8: Pie charts on communication

At least, a sum of 50% of the respondents agreed that there is usually periodic reporting of strategic implementation. While a sum 31.2 % of the respondents disagreed that the strategic implementation process is published. A sum of 25% represents those respondents who disagreed that strategic plan is evaluated and feedback given on time. While a sum of 93.8% agreed that communication plays a great role in strategic plan implementation. However, 59.38% of the respondents are not in agreement that strategic implementation outcome as having been communicated to them. The study results implies that the communication was not up to the expectations of the employees. The results generally revealed that communication plays a significant role in strategic plan implementation. Moreover, qualitative data showed strong positive and significant relationship was found between, top management evaluation of strategic plan and timely feedback.

The results imply that the communications role in implementation of the strategic plan is very significant. This indicates that top management evaluation of strategic plan and giving timely feedback to the employees is considered the most critical form of communication in ensuring successful implementation. Clear communication to all staff irrespective of their grade emerged as a common theme from the responses of the open ended questions. The

respondents noted the need for putting up proper structures to improve both upward and downward communication. A number of respondent recommended rewards to all employees and involvement in creation to ensure ownership of the strategy as key determinant to successful implementation. Others pointed the need for constant communication to employees as measures of improving strategic planning in the organization.

Strategy rating

Table 12: Strategy Rated

	Frequency	Percent
Excellent	4	12.5
Good	11	34.4
Moderate	15	46.9
Bad	2	6.3
Total	32	100.0
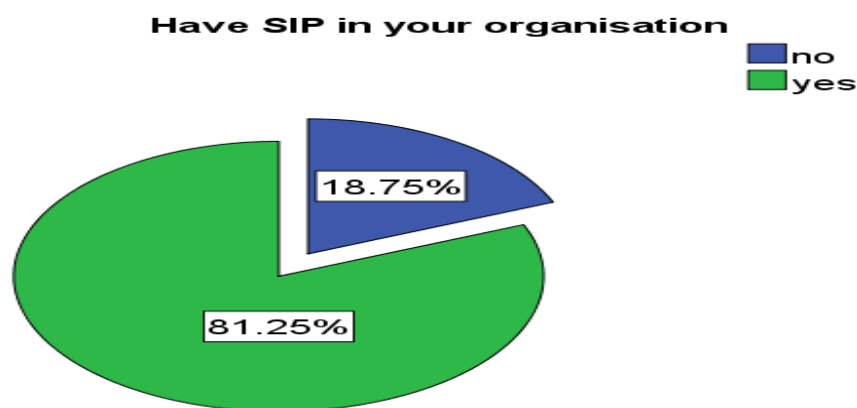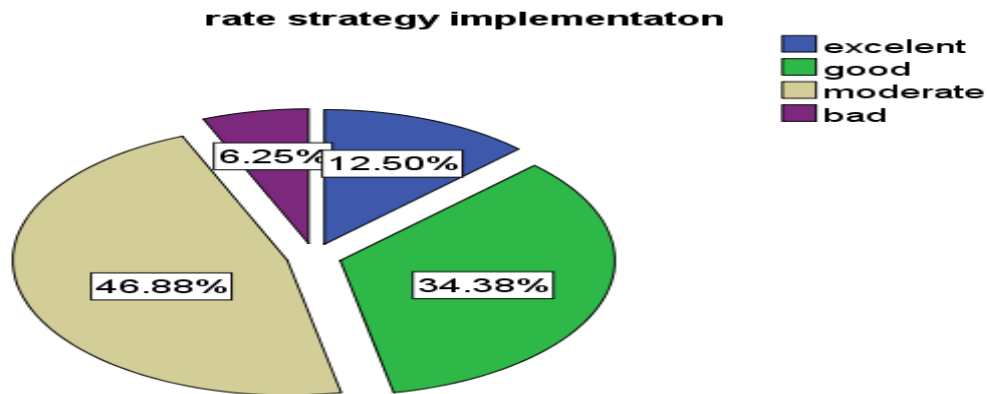
Figure 9: Strategy Rating and Implementation plan

The respondents were asked to rate the strategy at Council of Legal Education, exactly 12.5% rated the strategy implementation excellent while 34.4% rated the strategy implementation as good. 46.9% rated the strategy implementation in the organization as moderate and 6.3% as bad. This results showed that half the respondents were dissatisfied with strategy which implies need for review of the existing plan. 81.3% of the respondents agreed that there was a Strategic implementation plan in the organization while 18.8% said that there was no strategy implementation plan. This implies disparity in awareness of the strategic plan. The above results necessitate for clear communication to employees of all cadres about strategic plan.

5.0 CONCLUSIONS AND RECOMMENDATIONS

Conclusion

The study found out a significant awareness level of strategic implementation among the respondents. However, more training and involvement of employees in the development and implementation process was found very essential. The study established a strong positive relationship between alignment of organization structure with business strategy and implementation of strategy. This finding led to a recommendation that alignment of organization structure with business strategy to be given the highest priority in developing all the organization's policies. The study revealed the importance role of communication in strategy implementation. Also the importance of timely evaluation report feedback to all employees. Clear communication and clear channels of information were recommended as keys to successful implementation. The study recommended the review of the current organization structure at the Council of Legal Education. The review need to consider, employees reward and motivation, development of a clear chain of communication and involving all employees in development of strategic plan and implementation process.

Recommendations

The study recommends that regular trainings to increase both current and new employee's awareness of the strategic objectives and to ensure ownership of the plan. The study recommends reward and motivation of all employee's in different cadres to increase devotion to strategy implementation. From the results the researcher made the following key recommendations; that consultation to be done to map out a review of the organization structure at Council of Legal Education. The review of the organization structure process need to put the following factors into consideration; (i) align organization structure with business strategy, and (ii) involvement of employees from all levels in strategic plan implementation. And the institution of an autonomous strategic plan implementation committee that includes of all level of stakeholders. The study further recommended for regular evaluation of strategy implementation and clear communication on the outcomes to all employees.

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