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The Strategic JOURNAL of Business & Change MANAGEMENT
ISSN: 2312-9492 www.strategicjournals.com

Vol. 6, Iss. 3, pp 388 - 405, August 10, 2019. www.strategicjournals.com, ©Strategic Journals

AN ANALYSIS OF FACTORS INFLUENCING IMPLEMENTATION OF PROCUREMENT STRATEGY AMONG REGULATORY PARASTATALS IN NAIROBI COUNTY

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Accepted: August 9, 2019

ABSTRACT

The main purpose of this study was to determine the factors influencing implementation of procurement strategies among regulatory parastatals in Nairobi County, Kenya. Specifically, the study focused on the extent to which managerial competence, resource allocation, organizational structure and information communication technology affect procurement strategy implementation in regulatory parastatals in Nairobi County, Kenya. This study would be significant to the management regulatory parastatals in Nairobi County. The study would assist them formulate and design appropriate mechanisms to identify and overcome challenges in implementing procurement strategies so as to achieve the set goals, objectives and remain relevant in the ever-changing environment and position the regulatory parastatals strategically for success in the future. This study adopted descriptive research design and targeted 78 employees of regulatory parastatals in Nairobi County, Kenya. The study was carried out through a census; questionnaires were used in data collection. Quantitative approaches were used for data analysis whereby Statistical Package for Social Sciences (SPSS version 23.0) was used to run descriptive and inferential statistics. The result indicated that, collectively Information communication technology has the highest positive influence on Strategic plan implementation, followed by resource allocation, managerial competence and organization structure. The findings suggested that, management in executive agencies should pay more attention on stakeholders and organizational culture if they have to benefit from those factors. The study concluded that, predictors individually and collectively influence execution of strategies. The findings were expected to be of value to the management and decision makers to form a basis for improving implementation of strategy. Furthermore, studies could be done to other variables which influence implementation of strategic plans but were not considered in this study or the same variables to different populations, locations and other sectors of economy in Kenya.

Key Words: *Managerial Competence, Resource Allocation, Organizational Structure, Information Communication Technology, Procurement Strategy*

CITATION: Ochola, D. T., Gichunge, E., & Kiama, M. (2019). An analysis of factors influencing implementation of procurement strategy among regulatory parastatals in Nairobi County. *The Strategic Journal of Business & Change Management,* 6 (3), 388 – 405.

INTRODUCTION

Pearce and Robinson (2011) strategic management is a set of decisions and actions that result in the formulation and implementation and control of plans that are desired to achieve organization's objectives, mission and vision within the environment the business operates. At the core of the strategic management process is the development and implementation of strategy. Strategy formulation is the stage where the organization develops long range plans that will manage threats and opportunities in the environment. Strategy implementation is where by policies and strategies are put into actions by developing programs, procedures and budgets. The process of strategy implementation consists of the culture changes, structure and the overall management system of the organization (Wheelen & Hunger, 2008).

Strategy implementation is the process through which the intentions of strategy become real. Those involves with implementation are often invaluable sources of information about what really works and what does not competitive advantage is really about creating value for customers. Thus, those involved directly with customers are often invaluable sources of information about technological and demographic trends as well as about competitor actions and customer preferences (Allen, 2011).

Strategy implementation is the process of putting strategies and policies into action through the development of programs, budgets and procedures (Bradford, 2000). Strategy implementation is an enigma in many companies. According to Judson, (1991), only one in every ten companies does an effective job of formulating strategy and equally implementing it. For the rest, presumably, the well-crafted strategy is lost in the press of day- today tactical concerns or its left to languish in a report on the dusty book shelf of the chief executive officer CEO. Yet very few people would deny that, in today's fast moving and fast changing business world, strategy, with its long- range perspective, is critical. Strategic challenges are those pressures that exert a decisive influence on an organization frequently driven by the organizations future competitive position relative to other provisions.

In Asia, Gus O'Donnell (2014) of course Civil servants may be involved by being asked to deliver the ministers who may be then be mainly involved by being asked to deliver the ministries strategic plans, which was the case in the UK in respect of sector strategic plans and giving them legitimacy, which we can illustrate by reference to the Europe 2020 strategy that was prepared by the European commission but was signed off by the European council in 2010 (European Commission, 2014). The public-sector context appears to be very different concerns the continual and incessant use of the word "priorities" in strategic planning and budgeting in the public sector by governments in all sorts of countries, including the UK, the US and the Russian Federation (Paul, 2015).

In South Africa, Shimizu (2012) argues that strategy implementation should not be regarded as linear process , strategy is first formulated by top management and then implemented by rank and file employees. Strategy needs to be temporal and thought to be an interactive process of implementation and refinement. Implementation of such a strategy needs intensive communication within an organization to fill the holes and make sense of ambiguous. Communication plays a key role in successful strategy implementation as a tool for accumulating different findings and ideas across an organization, coordinating such different ideas, and sharing outcomes and their reasons within organization.

Amollo (2013) studied factors that influence effective strategy implementation at the parliamentary service commission of Kenya and noted that resource utilization and bureaucracy in administration greatly influenced strategy implementation at the commission. The author suggested further studies should be conducted on impact of resource utilization and management structures across other sectors to establish whether the relationship still holds. Leadership is by far the most important factor influencing successful implementation of strategy in the service sector

According to the State Corporations Act, the Board of a State Corporation is responsible "for the proper management of the affairs of a State Corporation''. The law therefore recognizes that the Board of Directors of a State Corporation is the engine that drives Corporate Governance in these Institutions. It is therefore imperative that directors who are recruited to these Boards must be competent, exercise financial probity, have the necessary skills and management acumen to run these State Corporations (Atieno& Awuor,2009). The chief executive officer (CEO) of the State Corporation represents the board to the external stakeholders.

Problem Statement

Many organizations today are focusing on becoming more competitive by launching competitive strategy that gives them an edge over others. To do this, they need to craft winning strategies (Porter, 1980). However, most government organizations have not been able to formulate the strategies required to gain competitive advantage. Harvey (2005) points out that 80% of organizations directors believe that they have good strategies but only 14% believe that they implement them well. According to Mintzberg & Quinn, (1979), over 65% of organizational strategies fail to get implemented effectively. Bridging the gap between strategy formulation and implementation has since a long time been experienced as challenging for many organizations.

Hrebiniak (2006), notes that formulation of strategy is a difficult task for any management team, but implementation of the strategy throughout the organization is even more difficult. Strickland and Thompson, (2003) have stressed that implementing strategy is the most complicated and time-consuming part of strategic management. Hence, strategy implementation is a challenge and many factors influence the success or failure of strategy. It appears that only less than 30% of strategies developed are implemented (Judson 1995, Miller 2002:359, and Raps, 2005).

Several studies have been carried out on strategy formulation and implementation challenges among organizations. Machuki (2005) looked at the challenges to strategy implementation at CMC Motors Group. Koske (2003) studied strategy formulation and its challenges in public corporations using the case of Telkom Kenya Ltd. Awino (2000) looked at the effectiveness and problems of strategy implementation of financing higher education in Kenya by the Higher Education and Loans Board (HELB). Muthuiya (2004) studied strategy formulation and its challenges in non-profit organizations in Kenya using the case of AMREF.

Agolla (2012) investigated the challenges of strategy implementation in Pensions Department, Ministry of Finance- Kenya. His findings were limited in scope as the focus was on only one department in the Ministry. Other Kenyan scholars including Mundia (2010), Kimeli (2008) and Wanyama (2004) studied strategy in state corporations and did not directly examine the regulatory parastatals. From the review of the above mentioned studies, it is apparent that studies focusing on factors influencing strategy implementation in regulatory parastatals in Kenya had not been carried out hence a study on the regulatory parastatals filled this gap.

Objectives of the Study

The general objective of this study was to assess factors influencing implementation of procurement strategy among regulatory parastatals in Nairobi County, Kenya. The specific objectives were:-

- To analyze the effect of managerial competence on implementation of procurement strategies in regulatory parastatals in Nairobi County, Kenya
- To analyze how resource allocation influence implementation of procurement strategies in regulatory parastatals in Nairobi County, Kenya
- To analyze the role of organizational structure on implementation of procurement strategies in regulatory parastatals in Nairobi County, Kenya
- To analyze the role of Information communication technology on implementation of procurement strategies in regulatory parastatals in Nairobi County, Kenya

Hypothesis of the Study

H_{01}: There is no significant positive influence between managerial competence and implementation of procurement strategy.

H_{02}: There is no significant positive influence between resource allocation and implementation of procurement strategy.

H_{03}: There is no significant positive influence between organizational structure and implementation of procurement strategy.

H_{04}: There is no significant positive influence between organizational communication and implementation of procurement strategy.

LITERATURE REVIEW

Resource Based Theory: This theory was developed by Penrose in 1959. It is a method of analyzing and identifying a firm's strategic advantages based on examining its distinct combination of assets, skills, capabilities and intangibles as an organization. The RBV's underlying premise is that a firm differs in fundamental ways because each firm possesses a "unique" 12 bundle of resources-tangible and intangible assets and organizational capabilities to make use of those assets. Each firm develops competencies from these resources, and when developed especially well, these become the source of the firm's competitive advantage; (Pearce & Robinson, 2007). In the context of this theory, it is evident that the resources that a firm has will play a big role in the strategic implementation process. This is because no matter how good the strategies are, without the necessary resources to enable the implementation, they remain in the planning phase. The resource-based approach sees firms with superior systems and structures being profitable not because they engage in strategic investments that may deter entry and raise prices above long run costs, but because they have markedly lower costs, or offer markedly higher quality or product performance.

Agency Theory: Agency theory is concerned with agency relationships. The two parties have an agency relationship when they cooperate and engage in an association wherein one party (the principal) delegates decisions and/or work to another (an agent) to act on its behalf (Eisenhardt 2009; Rungtusanatham, 2007). The important assumptions underlying agency theory is that; potential goal conflicts exist between principals and agents; each party acts in its own self-interest; information asymmetry frequently exists between principals and agents; agents are more risk averse than the principal; and efficiency is the effectiveness criterion. Two potential problems stemming from these assumptions may arise in agency relationships: an agency problem and a risk-sharing problem (Xingxing, 2012).

Knowledge-Based Theory: The knowledge-based theory of the firm considers knowledge as the most strategically significant resource of the firm. Its proponents argue that because knowledge-based resources are usually difficult to imitate and socially complex, heterogeneous knowledge bases and capabilities among firms are the major determinants of sustained competitive advantage and superior corporate performance (Grant, 2007). This knowledge is embedded and carried through multiple entities including organizational culture and identity, policies, routines, documents, systems, and employees

(Zander, 2007). The knowledge-based theory determines the nature organization human recourses capabilities which are mostly influenced by the nature of training given to the employees. Existence of professional trained staff in procurement field and availability of many staff with high education level plays an important role in strengthening the organization capabilities in terms of trained manpower. The study thus used this theory to establish how an organization trains employees in order to equip them with knowledge that helps them to support effective implementation of procurement strategies.

Empirical Review

Competency is basically a mix of knowledge and skills that are needed for an effective performance, (Bhardwaj, 2013). Many studies showed that competencies is a cluster of the related knowledge, skills characteristics and attitudes that correlates with effective performance and are able to be measured evaluated, and strength through training and development programs it is consider as a common term for employees to assert their working and show the real activities (Berge et al., 2002),though, there are several definitions for competency, but basically, there are two definitions of competencies, the first one is the characterizes competencies which is the power that is linked and associated with persons' body.

The second definition of competencies is the personal capacity (e.g) the abilities, skills, behaviors and knowledge to do a certain activity. Generally competency is a mixed of the persons' knowledge, skills, ability and how employees behave in the work place, these aspects are an outcome that reflecting organizations performance level Martina et al (2012). Asumeng, (2014) showed skills and knowledge are behavioral attitudes that mostly predict success, and considered these behaviors are important for any organization thinking strategically and seeking prosperity.

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

Resources that resist imitations, such as culture and reputation, are intangibles, and the result of complex interactions. They become crucial to explaining present competitive advantage. Regardless of the limitations in measuring resources, some empirical studies have statistically tested the original postulates of RBV, confirming the importance of resource sharing among business, and especially the association of intangible resources with performance (Herrmann, 2015). During the 1990s as we have seen, the field of strategy focused its attention on those resources that are most likely to lead a competitive advantage. The organization should be set up to effectively deploy resources that are valuable, rare, and inimitable. This resource -based view of the firm (Barney, 2011), widely accepted today, maintains that the ability of a firm to perform better than its competitors depends on the unique interplay of human, organizational and physical resources overtime.

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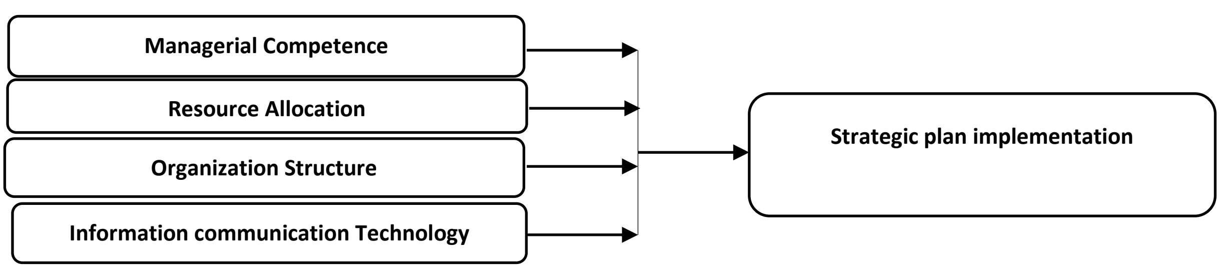
Strategy implementation involves operationalizing of strategy implementation plan at the various levels of the organization. Pearce and Robinson (2011) postulate that implementation of strategy is a process that cuts across the hierarchies of the organization and requires team working with each level playing a supportive role to the others. Strategic level of the organization plays an important role of ensuring availability of the required resource for strategy implementation and development of the appropriate structural fit (Daft et al, 2010). The resource required by the organization for strategy implementation can be strategically acquired through external organizational modes. Building of strategic alliances, mergers and acquisitions helps to make up for the resources deficiency in an organization (Das, 2014). The organization shall however require an appropriate structure fit to accommodate such external organizational modes and to attain the required flexibility. The desired structural fit is acquired through restructuring process. Alton et al, (2011) suggests that both organic and mechanistic structures are applied at strategic level of strategy implementation. Mechanistic structures allow the board to exert authority for the policies developed while organic structures are applied to effectively communicate the strategy to the organization. Board and senior management meetings also apply organic structures in ensuring participation (Collins, 2007)

The revolution in the use of ICT has profound implications for economic and social development and has pervaded every aspect of human life (Shanker, 2012). The use of ICT is widespread and regarded as an essential tool for the efficient administration of any organization and in the delivery of services to clients. Schware (2013), states that ICTs are being integrated into procedures, structures, and products throughout businesses, governments, and communities. Information Technology (IT) is a technology that involves use of computers, software and internet connections infrastructure for supporting information processing and communication functions (Crompton, 2007). The use of information technology in public sector has not been effectively implemented since most of the procurement functions are subjected to manual procedures that are slow, inaccurate and infective.

Bell (2007), information technology is a general term that describes any technology that helps to produce, manipulate, communicate or disseminate information. ICT merges computing with high-speed communication links carrying data, sound and videodisc can also be defined as an automatic acquisition, Storage, manipulation, movement, control, display, switching interchange, transmission or reception of data or information. The two important major components of ICT are computers and telecommunications. A computer is a programmable, multiple machine that accepts data, raw facts and figures and processes or manipulates these into information that is easily understandable which enhances speed processing of information leading to increased organization productivity (Compton 2007).



Independent variables **Dependent variable**

Figure 1: Conceptual Framework

Source: Author (2019)

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METHODOLOGY

A descriptive survey research design was used in this study to explore factors influencing successful implementation of strategy. The population of the study composed of the Procurement director, Procurement managers and Procurement clerks within the regulatory parastatals in Nairobi County. Primary data was collected using self-administered questionnaires. Pretesting of the data collection instruments was performed in order to ascertain both data reliability and validity. Data collected was standardized using various control measures, including checking for completeness and consistency before the data entry process. Questionnaires were coded and each questionnaire given a unique identification number before data entry. These numbers were entered and used as a check out for any inconsistencies in the data. The data was checked by the researcher to ascertain their completeness and internal consistency. The data analysis was done by the help of SPSS version 23 (critical package for social scientist). After data analysis the data was analysed descriptively and presented using frequency tables. Multi regression analysis was also be carried out using the following model.

$$\boldsymbol{Y = C + \beta X_1 + \beta X_2 + \beta X_3 + \beta X_4 + \varepsilon}$$

Whereby;

C =is a constant term

X_1 =Managerial competence

X_2 =Resource allocation

X_3 =Organizational structure

X_4 =InformationCommunication Technology

ε =is the error term

FINDINGS

Strategic Plan Implementation

The study respondents were requested to show their level of agreement with the statements in relation to procurement strategy implementation. The results were shown in table 1 below.

Table 1: Descriptive Statistics for Strategic Plan Implementation

	N	Mean	Std. Deviation
Strategy plan implementation is influence by employee capacity building	56	3.80	1.566
Efficiency influence strategic plan implementation	56	4.32	.956
Performance outcome on the plans and progress toward the change implementation.	56	4.50	1.062
Goals influence by employee's capacity to handle tasks.	56	4.29	1.246
In our organization objectives influences strategy plan implementation	56	4.75	.477
Valid N (list wise)	56		

Source: Reseacher (2019)

The analysis in table 1 showed that the majority who scored the highest mean of 4.75 and a standard deviation of 0.477 agreed that in our organization objectives influences strategy plan implementation. This was closely followed by those who too agreed that performance outcome on the plans and progress toward the change implementation a mean of (4.50) and a standard deviation of (1.062). Furthermore resopndents agreed efficiency influence strategic plan implementation with a mean of (4.32) and a standard deviation of (0.956). Goals influence by employee's capacity to handle tasks at a mean of (4.29) and a standard debviation of (1.246), and strategy plan implementation is influence by employee capacity building mean (3.80) and a standard devaiation of (1.566).

Influence of Managerial Competence on Strategic Plan Implementation

The respondents were requested to show their level of agreement with the statements in relation to influence of managerial competence on strategic plan implementation. The results are as shown in table 2.

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Table 2: Influence of Managerial Competence on Strategic Plan Implementation

	N	Mean	Standard deviation
Management is capable of providing direction and control during strategy implementation	56	4.57	.499
Low level employees are involved in decision making and strategy implementation	56	4.30	.807
The mid-level management has a good working relationship with low level employees enhancing strategy implementation	56	4.39	.493
The top management has a good working relationship with middle level management enhancing strategy implementation	56	3.88	.974
The organizations management is competent	56	4.50	.632

Source:Reseacher (2019)

Managerial competence had been acknowledged to be one of the factors that influence strategic plan implementation in regulatory parastatals. The study wanted to establish the claim. The respondents were therefore required to rate their responses on a likert scale of 1-5 where: 5= Strongly Agree; 4= Agree; 3= Undicided; 2= Disgree; 1=Strongly Disagree. The analysis in table 2 above showed that the majority who scored the highest mean of (4.57) and a standard deviation of (0.499) agreed that management is capable of providing direction and control during strategy implementation. This was closely followed by the organizations management is competent with a mean of (4.50) and a standard deviation of (0.632). Futher more resopndents agreed that the mid-level management had a good working relationship with low level employees enhancing strategy implementation with a mean of (4.39) and a standard deviation of (0.493), and Low level employees were involved in decision making and strategy implementation at a mean of (4.30) and a standard devaiation of (0.807). The top management had a good working relationship with middle level management enhancing strategy implementation at a mean of (3.88) and a standard devaiation of (0.974). This finding agreed with Ateng (2014) organizational culture was placed amongst the fundamental issues, since the cultural dimension it is critical to all aspects of organizational behavior. He argues further that, if strategy implementation is going to realize its full success of radically improving the way enterprises ‘do business, alternating of the organizational culture have to be well thought-out as an fundamental part of the process. The study further agreed with Opondo (2015) who investigated factors influencing strategy implementation at Kenya Power Limited. The study findings indicated that managerial competence and resource utilization and organization culture had an influence on strategy implementation at the organization. He further noted that miss management of funds and poor managerial practices contributed to unsuccessful implementation of strategy at the organization. Managers transform their followers in three ways: increasing their awareness of task importance and value, getting them to focus first on team or organizational goals, rather than their own interests and activating their higher-order needs. Transformational managers use their personal values, vision, commitment to a mission, and passion to energize and move others towards accomplishment of organizational goals (Arbon, Facer & Wadsworth, 2012).

Influence of Resource allocation on strategic plan implementation

The respondents were requested to show their level of agreement with the statements in relation to resource allocation. The results were as shown in Table 3.

Table 3: Influence of Resource allocation on strategic plan implementation

	N	Mean	Standard Deviation
The organization has enough resources to facilitate strategy implementation	56	4.59	.496
The organization has the desired financial strength to implement strategy	56	4.11	.623
The management motivates its employees to enhance performance and enhance strategy implementation	56	4.38	.558
The management manages the organizations resources effectively	56	4.66	.549
The allocated resources are used optimally to achieve effective strategy implementation	56	4.73	.447
The human resource personnel at the organization is qualified to enhance strategy implementation	56	4.25	.769

Source: Reseacher (2019)

Resource allocation had been acknowledged to be one of the factors that influence strategic plan implementation in regulatory parastatals. The respondents were therefore required to rate their responses on a likert scale of 1-5 where: 5= Strongly Agree; 4= Agree; 3= Undicided; 2= Disgree; 1=Strongly Disagree. The analysis in table 3 above showed that all the respondents in the category agreed that; The allocated resources were used optimally to achieve effective strategy implementation, at a mean of (4.73) and a standard deviation of (.447), The management managed the organizations resources effectively at a mean of (4.66) and a standard deviation of (.549), the organization had enough resources to facilitate strategy implementation at a mean of (4.59) and a standard deviation of (.496). The management motivated its employees to enhance performance and enhance strategy implementation with a mean of (4.38) and a standard deviation of (.558), and The human resource personnel at the organization was qualified to enhance strategy implementation at a mean of (4.25) and a standard deviation of (0.769). The organization had the desired financial strength to implement strategy at a mean of (4.11) and a standard deviation of (0.623). This finding agreed with Kirui (2013) human resource personnel is the key strategic resource affecting strategy implementation; therefore it is essential for organizations to effectively utilize the know-how of their employees at the right places. It is the challenge of management to allocate them to their most useful tasks as well as coordinating and integrating activities of participating employees and functions. He further argued that even if an organization has developed a superior strategy and has the financial resources needed, there is need to have competent implementation. Allocation of unqualified personnel towards strategy implementation has a negative influence towards strategy implementation.

The study findings further agree with Bryson (2014) the direct funding tools available to the organization for mobilizing financial resources are profits, credit facilities from commercial banks, donor funding, or through mergers and acquisitions. The organization may employ any one or a combination of many to meet its requirements of funds to influence implement projects. He further noted that it is important for an organization to account for all available funds available to them before starting the allocation process. The organization is also to account for existing projects and the need for their funding to be considered during allocation.

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Role of Organizational structure on strategic plan implementation

The respondents were requested to show their level of agreement with the statements in relation to organization structure. The results were as shown in table 4.

Table 4: Organizational structure on strategic plan implementation

	N	Mean	Standard Deviation
The organization structure is not bureaucratic	56	4.21	.889
The current organization structure enhances institutional effectiveness	56	4.02	.904
The nature of our organization structure inhibits the free flow of information critical to strategy implementation	56	4.05	.444
The current organization structure does not allow employee participation in decision making	56	4.75	.437
To enhance strategic implementation success, my organization selects the right people for key positions	56	4.54	.687
Managers always determine the degree of authority needed to manage each organization unit bearing in mind both the benefit and cost of decentralized decision making	56	4.12	.715

Source: Author (2019)

Organization structure has been acknowledged to be one of the factors that influence strategic plan implementation in regulatory parastatals. The respondents were therefore required to rate their responses on a likert scale of 1-5 where:5= Strongly Agree;4= Agree; 3= Undecided; 2= Disgree; 1=Strongly Disagree all the respondents agreed that the current organization structure does not allow employee participation in decision making at a mean of (4.75) and a standard deviation of (0.437), To enhance strategic implementation success, my organization selects the right people for key positions at a mean of (4.54) and a standard deviation of (0.687), the organization structure was not bureaucratic, at a mean of (4.21) and a standard deviation of (0.889). Managers always determined the degree of authority needed to manage each organization unit bearing in mind both the benefit and cost of decentralized decision making at a mean of (4.12) and a standard deviation of (.715), and the nature of our organization structure inhibits the free flow of information critical to strategy implementation, at a mean of (4.05) and a standard deviation of (0.444).This finding agrees with study done by Kibuchi (2014) on the effective management of transportation companies showed that relation between unrelated diversification and harmonization of organizational structure was positive while it was negative for vertical integration strategies and equivocal for related diversification. The study further agrees with another study done by Debowski (2016) on effective management of public organizations also showed that congruence between structure, processes and systems is more important for performance (sufficient condition) than organizational fit with environment (necessary condition). This has been reinforced by the fact that in cases where organization's success prospective strategies are found, then they have organic organizational forms.

Information communication technology on strategic plan implementation

The respondents were requested to show their level of agreement with the statements in relation to information communication technology. The results were as shown in table 5.

Table 5: Influence of Information communication technology on strategic plan implementation

	N	Mean	Standard Deviation
Communication enables employees to know the new requirements, tasks and activities to be performed by the affected employees	56	4.16	.890
Uncertainty when management doesn't communicate disrupts work and makes employees feel as if they aren't a part of the decision	56	4.54	.503
Communication keeps employees updated regularly about the plans and progress toward the change implementation.	56	4.68	.471
Failing to communicate with all employees invites rumors and fear into the workplace	56	4.57	.568
ICT enable to know what's going on, whether it is positive or negative news	56	4.61	.493

Source: Author (2019)

Information communication technology had been acknowledged to be one of the factors that influence strategic plan implementation in regulatory parastatals. The respondents were therefore required to rate their responses on a likert scale of 1-5 where:5= Strongly Agree;4= Agree; 3= Undecided; 2= Disgree; 1=Strongly Disagree. The analysis in table 5 showed that all the respondents at the majority of the respondents agreed that communication keeps employees updated regularly about the plans and progress toward the change implementation with a mean of (4.68) and a standard deviation of (0.471).

ICT enable to know what's going on, whether it is positive or negative news, at a mean of (4.61) and a standard deviation of (.493). Failing to communicate with all employees invites rumors and fear into the workplace, at a mean of (4.57) and a standard deviation of (0.568), and Uncertainty when management doesn't communicate disrupts work and makes employees feel as if they aren't a part of the decision, at a mean of (4.54) and a standard deviation of (0.503).

Communication enables employees to know the new requirements, tasks and activities to be performed by the affected employees at a mean of (4.16) and a standard deviation of (0.890). The study findings agreed with Chang (2014) and affirmed that IT plays a great role towards supporting adoption of centralized procurement systems in public sector organizations. Centralized procurement system leads to a central procurement data base that creates a favorable environment for effective automation of procurement processes. Chopra (2013) affirmed that there are two primary types of procurement systems: electronic procurement and standard procurement.

Both types of systems are widely available and are often included in an enterprise resource planning (ERP) or accounting software product. According to Baily (2017), organization with effective IT infrastructure can easily automate its procurement functions by implementing an Enterprise Resource Planning (ERP) system. ERP is a system that integrates all organizational functions into a single system in order to serve the needs of each different department within the enterprise.

Hypothesis Testing

Table 6: Relationship between independent variables

Correlations

		Strategy Implementation	Management competence	Resource allocation	Organization structure	Information Communication Technology
StrategyImplementation	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	56				
Management competnce	Pearson Correlation	.581**	1			
	Sig. (2-tailed)	.000				
	N	56	56			
Resource allocation	Pearson Correlation	.664**	.136	1		
	Sig. (2-tailed)	.006	.057			
	N	56	56	56		
Organization structure	Pearson Correlation	.504**	.047	.121	1	
	Sig. (2-tailed)	.002	.732	.376		
	N	56	56	56	56	
Information Communication Technology	Pearson Correlation	.736**	-.210	.152	-.113	1
	Sig. (2-tailed)	.007	.120	.263	.406	
	N	56	56	56	56	56

The findings in the table 6 indicated that there is a positive correlation between management competence and strategic plan implementation in the regulatory parastatals at significant 0.05 level, the strength is average, at 58.1 %. The same findings showed that there is a positive correlation between resource allocation and strategic plan implementation in the regulatory parastatals at significant 0.05 level, the strength is though strong, at 66.4%. The findings continued to signify that there is a positive correlation between organization structure and strategic plan implementation in the regulatory parastatals at significant 0.05 level, the strength is though average, at 50.4%. The findings postulated that there is a strong positive correlation between information communication technology and strategic plan implementation in the regulatory parastatals at significant 0.05 level, the strength is average at 73.6%.

Relationship between dependent and independent variables

Table 7: Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.787[a]	.619	.379	.669

a. Predictors: (Constant), managerial competence, resource allocation, organization structure, information communication technology

b. Dependent Variable: Strategic Plan Implementation.

Referring to table 7 the study established the R to be 0.787 implying that 78.7%, of strategic plan implementation of regulatory parastatals in Nairobi County, Kenya is explained by managerial competence, resource allocation, organization structure, and information communication technology leaving 21.3% unexplained. This implied to some extent that there is strong explanatory power for the whole regression. Therefore future researchers should carry studies to find out other factors (21.3%) influencing strategic plan implementation other than (managerial competence, resource allocation, organization structure, and information communication technology) affecting strategic plan implementation of regulatory parastatals in Nairobi County, Kenya.

Table 8: Relationship between independent variables

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.282	4	4.821	20.780	.003[b]
	Residual	11.843	51	.232		
	Total	31.125	55			

a. Dependent Variable: Strategic plan implementation

b. Predictors: (Constant), managerial competence, resource allocation, organization structure, information communication technology

The probability value of p<0.00 indicated that the regression relationship was highly significant in predicting how managerial competence, resource allocation, organization structure, information communication technology influence strategic plan implementation of regulatory parastatals in Nairobi County, Kenya.

Table 9: Relationship between dependent and independent variables

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.877	1.510		.581	.564
	Managerial competence	.447	.202	.293	2.216	.031
	Resource allocation	.483	.191	.319	2.534	.014
	Organization structure	.230	.111	.272	2.080	.043
	Information communication technology	.614	.191	.410	3.219	.002

a. Dependent Variable: Strategic Plan Implementation

Specifically, Information communication technology had the highest positive influence on Strategic plan implementation, followed by Resource allocation, Managerial competence and organization structure. Individual significance of the predictor variables was tested using t-test. The findings reveal that Information communication technology Resource allocation, Managerial competence and organization structure were individually statistically significantly related to Strategic plan implementation p-value<0.05.

The findings established that taking all factors into account (managerial competence, resource allocation, and organization structure and information communication technology) constant factor was 0.877 due to variation. Also a unit change in managerial competence while setting the coefficient of other independent variables zero would lead to a change in strategic plan implementation among the regulatory parastatals by a factor of .447; a unit change in resource allocation while setting the coefficient of other independent variables zero would lead to an increase in strategic plan implementation among the regulatory parastatals by a factor of .483; a unit change in organization structure while setting the coefficient of other independent variables zero would lead to an increase in strategic plan implementation among the regulatory parastatals by a factor of .230; a unit change in information communication technology while setting the coefficient of other independent variables zero would lead to a change in strategic plan implementation among the regulatory parastatals by a factor of 0.614; Using the bêta coefficient, the established regression model was as follows:

$Y = .877 + .447X_1 + .483X_2 + .230X_3 + .614X_4 + \varepsilon$

Where;

Y= Strategic plan implementation0.877= Constant term, X_1= Managerial competence, X_2= Resource allocation,X_3= Organization structure,X_4= Information communication technology, and$\boldsymbol{\varepsilon}$ = Error term

The findings reveal that Information communication technology Resource allocation, Managerial competence and organization structure were individually statistically significantly related to Strategic plan implementation p-value<0.05.Hence all the hypotheses were rejected.

CONCLUSION

It was concluded that an increase in the probability of implementing the development concept according to the assumptions is affected by actions taken by managerial competence to reduce the employee's resistance to changes. In this regard, the role of managers may include different levels of employee involvement from an extensive information policy, through participation in strategic projects or budget building, to decision-making powers associated with the manner of influence on strategy implementation. It also appears that an important role is played by operational activities aimed at ensuring a clear delegation of power by appointing a person or a special team responsible for overseeing and coordinating because it affects strategy implementation process.

Resource allocation planning and decision-making is designed to advance fundamental objectives of the Strategic Plan: to realign resources with institutional priorities; to reallocate resources to those programs and activities that most closely match the priorities and that promote excellence; and to promote efficiency at all levels. "Advancing the excellence of what we undertake" and "placing the focus on the quality of our programs" are the key criteria in reaching all resource allocation decisions. Additional criteria include: centrality to mission, quality of leadership, the efficiency and effectiveness with which resources are and will be used, and the expected impact of each program, initiative, and activity.

The study concluded that structural stability provides the capacity that an organization requires to consistently manage its daily work routines and that structural flexibility provides the opportunity to allocate resources to activities that shape the competitive advantages of the firm. It was concluded that most organizations have recently adopted a network structure that involves outsourcing functional activities leaving them with core activities. It was also concluded that functional structure allows for strong task focus through an emphasis on specialization and efficiency and that strategic business units need to be centralized at the corporate office since the early achievement of a strategy-structure fit can be a competitive advantage.

The study presented in this work showed that the integration process begins when the strategies were transformed into projects. Thus, in the sequence, by analyzing each project it is possible to evaluate those related to ICT, which are thus inputs to the applications portfolio and/or ICT infrastructure. Hence, an integration process is characterized where each and every ICT investment to be made is being supported by some business strategy arising from the ESP. It is in this context that the BSC is presented as an extremely important methodological approach because it assists in the measurement and evaluation of the entire process, contributing to the evaluation of the results.

Thus, with respect to ICT projects, it was verified which of the various perspectives add value to the business strategy. The area of Information & Communication Technology of any organization is responsible for supporting the business processes with information and technologies, so that it can be competitive and develop its purposes successfully. However, for this to occur on a high note it is crucial that the ICT and the business areas move in the same direction.

From the study it was noted that organizational structure is paramount in influencing strategy implementation. Key factors of organizational structure lies on organizational design and the process of selecting the right combination of organizational structure, the study therefore recommends that regulatory parastatals need to monitor and oversee its organizational design process to achieve superior performance and overall profitability.

Secondly, it is necessary to innovate the communication systems and encourage information users to be flexible enough to adopt the changes in order to facilitate the execution of strategic plans. Resource allocation and distribution should be equitable and enhanced to target various sections of the organization to enable successful strategy implementation. The study also recommends that organizations' leaders should implement more rewarding human resource management activities to provide motivation to their workforce to take active roles in ensuring that strategic targets, goals and objectives are attained optimally.

This study focused on factors influencing the implementation of strategic plans in organizations with a focus on regulatory parastatals. It explored the impact of resource allocation, organizational structure, managerial competence and information communication technology. It thus suggested that further studies be carried out on external factors like the organizational environment and type of industry to give a better aspect of these factors. This is because organization operations are influenced by both internal and external environment.

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