INFLUENCE OF REGULATORY FRAMEWORKS ON STRATEGY IMPLEMENTATION IN GOVERNMENT COMMISSIONS OF KENYA. (CASE STUDY OF NATIONAL LAND COMMISSION)

Odawa, V., & Litunya, R.

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INFLUENCE OF REGULATORY FRAMEWORKS ON STRATEGY IMPLEMENTATION IN GOVERNMENT COMMISSIONS OF KENYA. (CASE STUDY OF NATIONAL LAND COMMISSION)

[1] Odawa, V., & [2] Litunya, R.

[1]MBA Candidate, Jomo Kenyatta University of Agriculture and Technology [JKUAT], Kenya
[2] Doctor, Lecturer, Jomo Kenyatta University of Agriculture and Technology [JKUAT], Kenya

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ABSTRACT

The general objective of the study was to assess the influence of regulatory frameworks on strategy implementation in Government Commissions of Kenya. The study laid focus on the National Land Commission. The study adopted a cross sectional survey descriptive research design. The target population of the study comprised all the employees at the national headquarters of the Land Commission of Kenya which totalled to 447 respondents. The study used purposive sampling technique in conjunction with simple random sampling technique to select the sample for the study. The study used questionnaires for data collection and these were self-administered to the respondents. Data analysis was performed with the help of SPSS software version 21.0. Findings from the study revealed that policy framework had a positive statistically significant influence on strategy implementation. This therefore meant that, an increase in policy framework by 1 unit, increased strategy implementation by 0.005 units. The co-efficient for contextual framework had a p-value of 0.028. This was less than 0.05, leading to the conclusion that, contextual framework had a statistically significant effect on strategy implementation in government commissions. The results implied that increase in contextual framework by 1 unit decreased strategy implementation by 0.077 units. Finally, the co-efficient for institutional framework had a p-value of 0.232. This is more than 0.05 hence the conclusion that institutional framework had a statistically positive significant effect on strategy implementation in government commissions. The regression co-efficient was positive at 0.037 indicating a positive relationship between institutional framework and strategy implementation. The implication of this is that, for every 1 unit increase in institutional framework, there would be a corresponding increment in strategy implementation by 0.037 units. The study recommended for inclusivity of members when formulating and implementing strategies, upholding professionalism and professional ethics together with emphasising on compliance of organizational policies to bolster the implementation of their strategies. The researcher gave recommendations for further studies to be carried out the parastatals and other private entities that were equally affected by regulatory frameworks

Keywords: Regulatory Frameworks, Land Commission, Strategy Implementation

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INTRODUCTION

Strategy implementation is largely an internal administrative activity which entails working through others, organizing, motivating, culture building and creating strong links between strategy and how the organization operates. It also entails a process of converting the formulated strategies into viable operations that will yield the organization's targeted results. Delicate and sensitive issues are involved in strategy implementation, such as resource mobilization, restructuring, cultural changes, technological changes, process changes, policy and leadership changes. The changes can be adaptive (calling for installation of known practices), innovative (introducing practices that are new to adopting organizations) or radically innovative (introducing practices new to all organizations in the same business or industry) (Byars et al., 1996). Pettigrew (1987d) drew his explanation of what strategy implementation means by distinguishing the content of the strategy, the outer and inner contexts of an organization and the process in which strategic change is carried out. The scholar, however, recognizes the fact that the content, the context and the process are inter-related and affect one another. On the same note, other researchers in this field of strategy implementation believe that organizations have no choice but to translate their formulated strategies into concrete processes that would ensure the success of their strategic visions (Daft, 2000).

Thompson and Strickland (1998) argued that strategy implementation is all about acting on what has to be done internally to put formulated strategies in place thus ensuring that targeted results are achieved within the targeted framework of time. Targeted results may be the expected levels of financial performance of an organization or the efficiency in service delivery, especially for non-profit making organizations and strategy implementation can also be understood depending on the perspective one takes on strategy. For example, is strategy first formulated and then implemented, or vice versa? Mintzberg (1979) argued that if one believed that strategies were explicit, implementation would mean carrying out the pre-determined strategic plans. According to Dossi and Patelli (2010), evaluating performance is not a panacea for improving performance. They suggest, first and foremost, that a business must build assessing frameworks that reflect broad organizational performance goals and how these goals have been abstracted to individual employee levels. Choi et al., (2013), on the other hand, suggest that performance evaluation gives necessary feedback to individuals and the organization on areas where they need to improve. Such information is not only necessary, but also important in developing organizational performance cultures.

Under Article 248 of the Constitution of Kenya 2010, twelve institutions have been enumerated as commissions and independent offices. The commissions include: the Teachers Service Commission; the National Police Service Commission; the Kenya National Human Rights and Equality Commission; the Parliamentary Service Commission; the Independent Electoral and Boundaries Commission; the Commission on Revenue Allocation; the Judicial Service Commission; the Public Service Commission; the Salaries and Remuneration Commission; and the National Land Commission. The independent offices have been enlisted as the Controller of Budget and the Auditor-General. The creation of these commissions and independent offices has been posited to be an endeavour to restructure the government in order to catalyse better service provision and better systems of accountability. Indeed the objects for which the commissions and independent offices have been created are to: protect the sovereignty of the people; secure the observance by all State organs of democratic values and principles; and promote constitutionalism. It is noteworthy that the allocation of funds to each of the commissions and independent offices is carried out by the parliament, the budget of each of the institutions being a separate vote. The commissions

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and holders of the independent offices are placed on a high pedestal in the power structure as the Constitution shields them from arbitrary abuse of power by other arms of the government. They are subject only to the Constitution and the law and most importantly are independent and not subject to direction or control by any person or authority.

The National Land Commission of Kenya was established by Law as an independent government commission to manage public land on behalf of the national and county governments, initiate investigations into present or historical land injustices and recommend appropriate redress, and monitor and have oversight responsibilities over land use planning throughout the country (GoK, 2010). NLC was officially established under The National Land Commission Act of 2012 and the mandate of the National Land Commission is drawn from the National Land Policy of 2009, Constitution of Kenya 2010, National Land Commission Act of 2012, the Land Act 2012 and the Land Registration Act of 2012 and Pursuant to Article 67(2) of the Constitution, the functions of the Commission is to manage public land on behalf of the national and county governments, recommend a national land policy to the national government, advise the national government on a comprehensive program for the registration of title in land throughout Kenya, conduct research related to land and the use of natural resources, and make recommendations to appropriate, initiate investigations, on its own initiative .or on a complaint, into present or historical land injustices, and recommend appropriate redress, to encourage the application of traditional dispute resolution mechanisms in land conflicts, assess tax on land and premiums on immovable property in any area designated by law; and monitor and have oversight responsibilities over land use planning throughout the country

Statement of the Problem

In Kenya, Government Owned Entities are constantly fighting to improve their organizational performance. President Uhuru Kenyatta of Kenya introduced the Parastatal Reform Programme after realizing that GOEs should be able to carry out their responsibilities in the same way that private sector institutions can (PSCU,2014). This was done to ensure that GOEs perform on par with private enterprises when it came to providing services to end users. The public sector has faced a slew of hurdles in its quest to fulfil its objective, both from within and outside the organization. Many people believe that the government ministries' negative reputation stems from the numerous problems these institutions confront in trying to implement their plans and serve the broader public benefit. What problems are government ministries facing in strategy execution, and how can these challenges be overcome? This is the issue that lingers in the minds of public sector managers and other stakeholders.

Strategy implementation is inextricably connected with organizational change. All organizations resist change and try to maintain the status quo, sometimes even if it yields unsatisfactory results. Resistance to change is a multifaceted phenomenon which introduces delays coming from the Governance policies, additional costs and instabilities into the process of introducing change. The public sector organizations play a critical role in Kenya’s economic growth and development (Busaka & Khwasira, 2015). At present, according to GSC (2016), Kenya has more than 300 parastatals operating in different sectors some of which were established to help accelerate economic and social development as well as increase participation of Kenyans in the economy. However, these noble objectives have not been fully realized. Failure by some of the parastatals to effectively implement strategies has negatively impacted on the operations of these organizations and the country as a whole. Effective strategy implementation helps reduce costs which are a major challenge in most public sector firms (Busaka & Khwasira, 2015).

Organizations operate in an open environment which has become uncertain, dynamic and tightly interconnected and in order to thrive in this dynamic and competitive environment, they must formulate and successfully implement sound strategies. Strategic management involves strategy formulation, implementation and control and though good strategies have been formulated by many companies, by experience, very little has been achieved in their implementation (Kaplan and Norton, 2001). The failure of these strategies may be attributed to a number of challenges that may not have been addressed adequately at the formulation and implementation stages. Consequently has been noted that NLC developed policy frameworks that were meant to streamline service delivery and enhance its performance in relation to its mandate on land issues and land injustices. However, there has been no much success in the realization of these mandate which puts to a concern on the nature of the strategies that were developed to spearhead these reforms. It was on this context that this study sought to assess the influence of regulatory frameworks on strategy implementation at National Land Commission of Kenya.

Research Objective

The general objective of this study was to assess the influence of Regulatory frameworks on strategy implementation in Government Commissions of Kenya with a case study of National Lands Commission. The study was guided by the following specific objectives;

- To determine the influence of Policies framework on strategy implementation in Government Commissions of Kenya
- To determine the influence of Contextual Framework on strategy implementation in Government Commissions of Kenya
- To determine the influence of Institutional Framework on strategy implementation in Government Commissions of Kenya

LITERATURE REVIEW

Capabilities-based theory of Strategy

A capabilities-based theory of strategy was developed by David Teece, Gary Pisano and Amy Shuen, in 1997, and theory asserts that the firm should have the ability to integrate, build, and reconfigure internal and external competences to address rapidly changing environments and like any theory, capability based theory shows the need to start with the gap between what can be seen and what can be explained. Strategic theory is, by and large, a normative endeavour. For a normative field, like strategy, the search for new theory begins when existing theories cannot explain or predict better outcomes, and thus fail to provide practical guidance. The strategy field has been undergoing this “gap filling” process for more than five decades. The field of business strategy emerged in the 1960s to address the question: what can companies do to gain advantage over their competitors? But underneath this normative question lied a theoretical question (at least implicitly): why are some firms more successful (long term profitability, growth) than others? This question was based on the observation (both casual and later statistical) that some firms were more profitable than others.

Contingency Theory

The contingency theory of leadership was proposed by the Austrian psychologist Fred Edward Fiedler in his landmark 1964, the theory emphasised stressing on personality and condition upon which the leader operates and further explains that leaders in any organization normally falls into two categories that is task motivated leaders and relationship motivated leaders in achieving the goal of strategy implementation, where they tend to develop policies that enable interpersonal relationship in the organization

The theory claims that there is no best way to organize a corporation, to lead a company, or to come up with good decision without being guided by a policy. Instead, the optimal course of action is contingent (dependent) upon the internal and external situation. A contingent leader effectively applies peculiar style of management leading the organization to the right situation. Contingent leaders are flexible in choosing and adapting best policies to succinct strategies to suit change in situation at a particular period in time in the

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running of the organization. The theory addresses the strategy implementation since it entails the execution of the plans and structure that should be in place to manage the entire organization.

The contingency approach to leadership was influenced by two earlier research programs endeavouring to pinpoint effective leadership behaviour. During the 1950s. and realized that, two types of behaviours' proved to be especially typical of effective leaders: (1) consideration leader behaviours' that include building good rapport and interpersonal relationships and showing support and concern for subordinates and (2) initiating structure leader behaviours' that provided structure (including, role assignment, planning, scheduling) to ensure task completion and goal attainment and all these are supported by the policy framework in place.

Resource based theory

The resource-based view (RBV) was developed by Barney (1991) and the theory is a managerial framework used to determine the strategic resources a firm can exploit to achieve sustainable competitive advantage. And the policy framework in place to ensure successful utilization of the available resources in the organization. During the 1990s, the resource-based view (also known as the resource-advantage theory) of the firm became the dominant paradigm in strategic planning.

RBV can be seen as a reaction against the positioning school and its somewhat prescriptive approach which focused managerial attention on external considerations the theory addresses contextual policies that should be in place to ensure the optimal utilization of the resource leading to a further implementation of the organizational structure. The RBV focuses managerial attention on the firm's internal resources in an effort to identify those assets, capabilities and competencies with the potential to deliver superior competitive advantages and how the policies affect the utilization of the resources in the organization

Conceptual Framework

The conceptual framework for this study was based on the following independent variables; Policy Framework, contextual framework and Institutional Framework. The dependent variable was the Strategy implementation. The diagrammatic representation was demonstrated below:

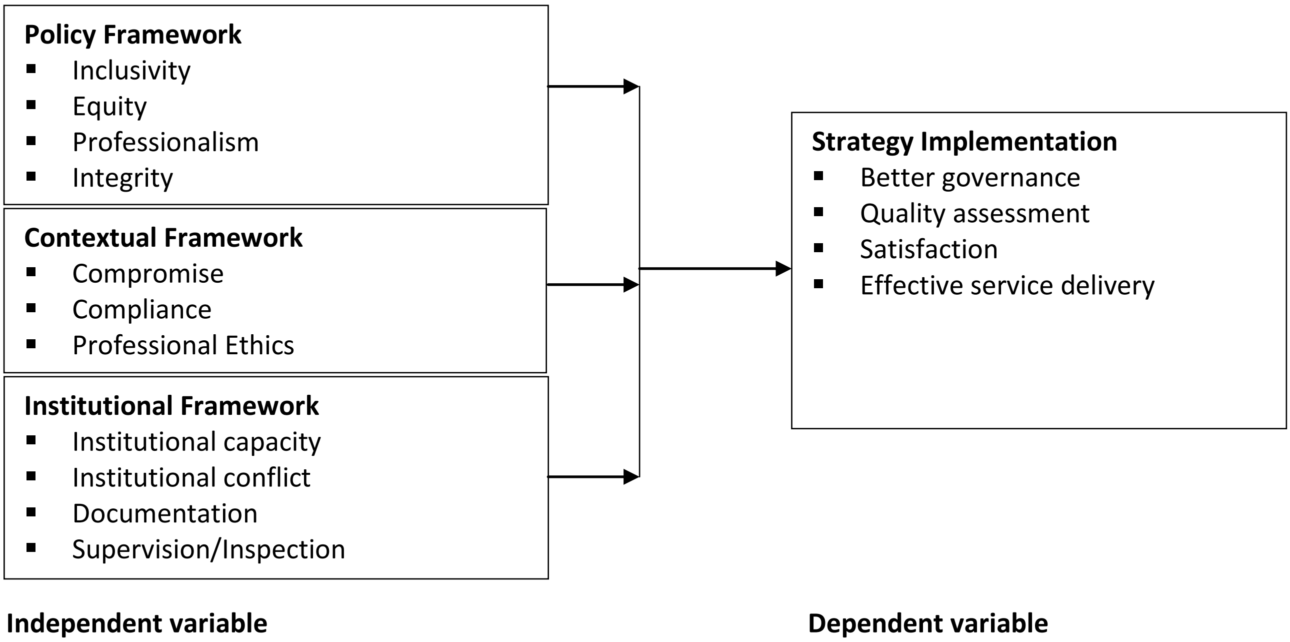

Figure 1: Conceptual Framework

METHODOLOGY

This study adopted both cross sectional survey descriptive research design that aided in establishing the relationship between regulatory frameworks and strategy implementation in government commissions. The study was both qualitative and quantitative in nature. The target population for this study were all the 447 employees working in the 13 directorate departments of NLC in Nairobi Office.

RESULTS

The first objective of the study was to determine the influence of Policies framework on strategy implementation in Government Commissions of Kenya. Based on linear regression model, the study sought to determine strategy implementation in Government Commissions of Kenya.

Table 1: Model Summary for Policy Framework

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.836[a]	.845	.787	.413

a. Independent variables: (Constant), Policy Framework

The study found out that policy framework explained a significant proportion on strategy implementation in Kenya, R^2= .845 This implied that 84.5% of the proportion in strategy implementation can be explained by policy framework as indicated in table 2.

Table 2: ANOVA for Policy Framework

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.366	1	9.366	23.177	.000[b]
	Residual	4.041	204	.4041		
	Total	13.407	205			

a. Dependent Variable: Strategy implementation

b. Independent variables: (Constant), Policy Framework

The findings indicated that the significance value in testing the significance of the model for the relationship between policy framework and strategy implementation was p = 0.000 which is less than 0.05 testing at 5% significance level using a one tail test. The study concluded that: the Policy Framework has a significant influence on strategy implementation.

Table 3: Regression Coefficients for Policy Framework

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.647	.661		1.387	.014
	Policy Framework	.937	.109	.756	7.812	.000

a. Dependent Variable: Strategy implementation

Based on the linear regression model, $Y = \alpha + \beta_1 X_1 + e$, the model therefore becomes;

$$Y = 0.647 + 0.937X_1 + e$$

The study findings in the table indicated that for very one unit change in policy framework, Strategy implementation increases by 93.7% ceteris paribus hence implying a positive influence of policy framework on strategy implementation in NLC. The study found that policy framework significantly predicted strategy implementation, β = .937, t =

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7.812, p = .000. The study therefore concluded that policy framework significantly influences strategy implementation in Kenya.

The findings are supported by Sapru (2009) who denotes that without policy, legislative efforts would be disjoined and blind to the industry. The proper way to make law is to begin from identifying sector challenges and then weaving solid policy grounds and direction for the sector after which attendant laws and regulations can be made.

According to Riemer (2009), any effective law must be anchored on strong policy that covers proper troubleshooting of the presenting challenges culminating with proposals for relevant and water tight legal mechanism. It is a foundation in which to understand any sector and address its challenges.

Influence of Contextual Framework on Strategy Implementation

The second objective was to determine the influence of contextual framework on strategy implementation in the National Lands Commission of Kenya. The employees were asked to tick on their level of agreement on listed statements on influence of contextual framework. The responses were placed on a five Likert scale; where 1= strongly disagree, 2= disagree, 3= neither agree nor disagree, 4= agree and 5= strongly agree. The results were presented in the Table 4 below;

Table 4: Influence of Contextual Framework on Strategy Implementation

Statement	1	2	3	4	5
Before strategy is implemented strategic managers must ensure that they are in compliance with the context to which they are developed	18%	42%	7%	23%	10%
My organization is keen on the implementation of strategy and is done without compromising the board members for individual gain	21%	36%	7%	21%	15%
The implementation of strategy in my organization is done in accordance with the professional ethics provided by the commission	20%	41%	6%	24%	9%
Successful implementation of strategy is fully dependent on Contextual policy in place	23%	39%	9%	20%	9%
Our policies outline the foundation for successful strategy execution and implementation	19%	40%	10%	20%	11%

On the statement that before the strategy is implemented the strategic managers must ensure that they are in compliance with the context to which they are developed sum of 60% of the respondent representing the majority disagreed, 7% of the respondent neither agreed nor disagreed while 33% of the respondent agreed. This implies that the commission has not put a lot of emphasis on compliance policies to enable them executes a successful strategy implementation process that is aimed at improving the operational efficiency of the commission as reflected.

Consequently the researcher sought to know whether NLC was normally keen on the implementation of strategy and how this was done without compromising the board members for individual gains, sum of 57% of the respondent representing the majority disagreed, 7% of the respondent neither agreed nor disagreed while 36% of the respondent agreed asserting that NLC had policy frameworks that were not biased and therefore could not lead to compromise on the board members which could impact negatively on the implementation of their strategies. The findings conform to Kilmann (1985) asserting suggesting that board member selection was based on the laid guidelines that informed their selection and composition to reduce biasness that could compromise strategy implementation of the commission.

On the statement that the implementation of strategy in my organization is done in accordance with the professional ethics provided by the commission sum of 61% of the respondents

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representing the majority disagreed, 6% of the respondent neither agreed nor disagreed while 33% of the respondent agreed.

On the statement that successful implementation of strategy is fully dependent on Contextual policy in place sum of 62% of the respondent representing the majority disagreed, 9% of the respondent neither agreed nor disagreed while 29% of the respondent agreed.

On the statement that our policies outline the foundation for successful strategy execution and implementation sum of 59% of the respondent representing the majority disagreed, 10% of the respondent neither agreed nor disagreed while 31% of the respondent agreed. The finding contradict Connor (2001) asserting that organization cultures must be supported and maintained by management practices, organizational structures, and strategy settings to enable it achieve its desired goals.

Regression Analysis on Contextual Framework

The second objective was to establish the influence of Contextual Framework on strategy implementation in Government Commissions of Kenya. Based on linear regression model, the study sought to establish the influence of Contextual Framework on strategy implementation in Government Commissions of Kenya.

Table 5: Model Summary for Contextual Framework

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.796[a]	.715	.774	1.487

a. Independent variables: (Constant), contextual framework

The study found out that contextual framework explained a significant proportion of variance in Strategy implementation in Government Commissions of Kenya, R^2= .715. This implied that 71.5% of the proportion in Strategy implementation can be explained by contextual factor's

Table 6: ANOVA for Contextual Framework

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.865	1	7.865	34.286	.000[b]
	Residual	2.769	204	.256		
	Total	10.634	205			

a. Dependent Variable: Strategy implementation

b. Independent variables: (Constant), Contextual Framework

The study findings in table 6 indicated that the ANOVA model is significance in testing for hypothesis since its p-value 0.000 is less than 0.05 testing at 5% level of significance using a one tail test. The F-value is 34.286 which is greater than 0.05 testing at 5% significance level indicating that contextual framework has a significant influence on Strategy implementation in Government Commissions of Kenya.

Table 7: Regression Coefficients for Contextual Framework

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.852	.990		1.358	.113
	Contextual Framework	.619	.198	.452	7.746	.000

a. Dependent Variable: Strategy implementation

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Based on the linear regression model, $Y = \alpha + \beta_1 X_1 + e$, the model therefore becomes;

$$Y = 0.852 + 0.619X_1 + e$$

The findings obtained in table 7 indicated that for every one-unit change in contextual framework, Strategy implementation increases by 61.9% ceteris paribus hence implying a positive influence of contextual framework on Strategy implementation in Government Commissions of Kenya. The study found that contextual framework significantly predicted Strategy implementation, $\beta = .619$, $t(1.358) = 7.746$, $p = .000$.

Influence of Institutional Framework on Strategy Implementation

The third objective was to determine the influence of institutional framework on strategy implementation in the National Lands Commission of Kenya. The respondents were required to give their opinion on the level of agreement on the statements provided in relation to influence of institutional framework. The responses were placed on a five Likert scale; where 1= strongly disagree, 2= disagree, 3= neither agree nor disagree, 4= agree and 5= strongly agree. The results were presented in the Table 8 below;

Table 8: Influence of Institutional Framework on Strategy Implementation

Statement	1	2	3	4	5
Before the strategy is implemented the strategic managers must ensure that they is a well stated institutional capacity	15%	47%	8%	23%	7%
My organization normally reduces the institutional conflicts during the strategy formulation and execution through joint teamwork and consensus building	24%	35%	7%	21%	13%
The implementation of strategy in my organization is done with proper supervision and inspection guidelines provided by policy framework of the commission	18%	40%	9%	18%	15%
Successful implementation of strategy is done with no interference by any powers outside the commission	19%	41%	9%	21%	10%
Institutional framework within our organization has flexibility measures that allow for integration of changes during strategy implementation	23%	38%	8%	21%	10%

On the statement that before the strategy is implemented the strategic managers must ensure that they is a well stated institutional capacity sum of 62% of the respondent representing the majority disagreed, 8% of the respondent neither agreed nor disagreed while 30% of the respondent agreed. The majority of the respondents cited that institutions such as ones in charge of human resource capacity, financial capacity and technical capacity as very vital resources that helped the commission realize its strategic goals are not properly utilized in NLC.

On the statement that my organization normally reduces the institutional conflicts during the strategy formulation and execution through joint teamwork and consensus building sum of 59% of the respondent representing the majority disagreed, 7% of the respondent neither agreed nor disagreed while 34% of the respondent agreed that the commission always emphasize on joint teamwork and consensus building during strategy formulation and that this has helped the commission to shun institutional conflicts that may arise during such events and period.

On the statement that the implementation of strategy in my organization is done with proper supervision and inspection guidelines provided by policy framework of the commission sum of 58% of the respondent representing the majority disagreed, 9% of the respondent neither agreed nor disagreed while 33% of the respondent agreed.

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From majority it implies that policy frameworks at the commission does not have strong foundation guidelines that foster efficient and elaborate platform for proper supervision to ensure successful strategy implementation. This also affect their current performance achievement that resulted to slow digital migration reforms that were initiated by the Ministry of Land and Natural resources.

On the statement that successful implementation of strategy is done with no interference by any powers outside the commission sum of 60% of the respondent representing the majority disagreed, 9% of the respondent neither agreed nor disagreed while 31% of the respondent agreed.

On the statement that institutional framework within our organization has flexibility measures that allow for integration of changes during strategy implementation sum of 61% of the respondent representing the majority disagreed, 8% of the respondent neither agreed nor disagreed while 31% of the respondent agreed, minority further opined that having such room for effecting changes during implementation has allowed the commission to bolster its current achievements in realizing their goal of accountability, transparency, equity and quick responses to customer complaints.

Regression Analysis on Institutional Framework

The third objective was to establish the influence of Institutional Framework on strategy implementation in Government Commissions of Kenya. Based on linear regression model, the study sought to establish the influence of Institutional Framework on strategy implementation in Government Commissions of Kenya.

Table 9: Model Summary for Institutional Framework

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.558[a]	.311	.308	.41717

a. Predictors: (Constant), Institutional Framework

The study findings indicated that institutional framework explained a significant proportion of variance in Strategy implementation, R^2= .311 This implies that 31.1% of the proportion in Strategy implementation in Government Commissions of Kenya can be explained by institutional framework as indicated in table 10.

Table 10: ANOVA for Institutional Framework

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	9.245	1	9.245	24.265	.000[b]
	Residual	4.568	204	.381		
	Total	13.813	205			

a. Dependent Variable: Strategy implementation
b. Independent variables: (Constant), Institutional Framework

The findings in table 10 gives the significance of the ANOVA model where the p-values obtained was less than 0.05 testing at 5% significance level using a one tail test indicating that the model is significant and can be relied upon. The F-value obtained was 24.265 which is greater than 0.05 testing at 5% significance level using a one tail test indicating that the institutional framework has a significant influence on Strategy implementation.

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Table 11: Regression Coefficients for Institutional Framework

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.768	.448		1.136	.016
	Institutional Framework	.968	.109	.639	7.556	.000

a. Dependent Variable: Strategy implementation

Based on the linear regression model, $Y = \alpha + \beta_1 X_1 + e$, the model therefore becomes; $Y = 0.768 + 0.968X_1 + e$.

The study findings in table 11 indicated that for very one-unit change in institutional framework, Strategy implementation increases by 96.8% ceteris paribus hence implying a positive influence of Institutional Framework on strategy implementation in Government Commissions of Kenya. The study found that institutional framework significantly predicted Strategy implementation, $\beta = .968$, $t(1.136) = 7.556$, $p = .000$.

Strategy Implementation

The general objective of this study was to assess the influence of regulatory frameworks on strategy implementation in National Lands Commissions of Kenya. The specific aims of this variable was to assess the influence of policy framework, contextual framework and institutional framework on strategy implementation and how these variables would enhance better governance, customer satisfaction, quality, effective and efficient service delivery etc. of the government commissions in Kenya. The responses were placed on a five Likert scale; where 1= strongly disagree, 2= disagree, 3=neither disagree nor agree, 4= agree and 5= strongly agree. The results were presented in Table 12 below:

Table 12: Strategy Implementation

Statement	**1**	**2**	**3**	**4**	**5**
Our organization has the needed resources in place to ensure its proper strategy implementation	18%	42%	8%	20%	12%
Our organization has the right structure in place to ensure the overall of the firm	21%	42%	10%	17%	10%
Our organization has the right people to spear head success of strategy implementation	19%	42%	7%	21%	11%
Successful implementation of strategy is fully dependent on implementation cost and quality assessment	20%	38%	8%	22%	12%
Customer satisfaction and efficient service delivery informs our resolve to performance	19%	43%	6%	19%	13%

On the statement that our organization has the needed resources in place to ensure its proper strategy implementation sum of 60% of the respondent representing the majority disagreed, 8% of the respondent neither agreed nor disagreed while 32% of the respondent agreed. This also implied that actually the commission is not well furnished in relation to required, relevant and sufficient resources that make it possible to undertake its mandate.

On the statement that our organization has the right structure in place to ensure the overall of the firm sum of 63% of the respondent representing the majority disagreed, 10% of the respondent neither agreed nor disagreed while 27% of the respondent agreed.

On the statement that our organization has the right people to spear head success of strategy implementation sum of 61% of the respondent representing the majority disagreed, 7% of the respondent neither agreed nor disagreed while 32% of the respondent agreed.

On the statement that successful implementation of strategy is fully dependent on implementation cost and quality assessment sum of 58% of the respondent representing the majority disagreed, 6% neither agreed nor disagreed while 34% of the respondent agreed. From majority, it implied that for any organization to have a successful strategy in place, then management must make sure there are sufficient resources for its execution and subsequent assessment to guarantee quality. On the statement that customer satisfaction and efficient service delivery informs our resolve to performance sum of 62% of the respondent representing the majority disagreed, 6% of the respondent neither agreed nor disagreed while 32% of the respondent agreed. The unanimous disagreement depicts that for organization's to win customer trust and loyalty, then they must have to offer efficient and satisfactory services to their clients and that this should be enshrined in the organization culture for all the employees to emulate

Inferential Statistics

To establish the influence of the independent variables on the dependent variable, the multiple regression analysis was done, using data collected for the dependent variable and each of the independent variables. Model diagnostic tests to ascertain the relevance of the model yielded the following results;

Multiple Regression Analysis

Table 13: Model Summary for All the Variables

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.788[a]	.752	.769	1.743

Independent variables: (Constant), policy framework, institutional framework and contextual framework

The study found out that the independent variable in the study explained a significant proportion of variance in Strategy implementation, R^2= .752 which implied that 75.2% of the proportion in Strategy implementation can be explained by the independent variables while other variables not covered by this study contributes to 24.8% of the variance as indicated in table 14.

Table 14: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.654	1	8.654	69.175	.000[b]
	Residual	4.978	204	.365		
	Total	13.632	205			

a. Dependent Variable: Strategy Implementation

b. Independent variables: (Constant), policy framework, institutional framework, and contextual framework

The findings indicated that the significance value in testing the reliability of the model for the relationship between independent variables and Strategy implementation was $F(1, 13) = 69.175$, p = 0.00; therefore, the model is statistically significant in predicting the relationship between the study variables.

Table 15: Regression Coefficients for all the Variable

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.852	.990	.236	1.256	.000
Policy Framework	.302	.198	.452	1.443	.000
Institutional Framework	.348	.569	.987	1.546	.000
Contextual Framework	.167	.236	.654	1.234	.002

a. Dependent Variable: Strategy implementation

As shown in the table and based on the linear regression model,

$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e$, the model therefore

becomes; $Y = 0.852 + 0.302 X_1 + 0.348X_2 + 0.167X_3 + e$

Where Y = dependent variable (Strategy implementation)

α = constant

β_1, β_2, β_3 and β_4 are coefficients of independent variables X_1, X_2, and X_3 = are independent variables (policy framework, institutional framework and contextual framework respectively). Testing at 5% significant level, the regression analysis is significant since all the p-values (Sig. $p<0.025$) testing at 2 tail tests. The findings indicate that holding institutional framework and contextual framework constant, every one unit increase in policy framework increase Strategy implementation by 30.2%. Holding policy framework and contextual framework constant, every one unit increase in institutional framework increases Strategy implementations by 34.8%. Holding policy framework and institutional Framework constant, every one unit increase in contextual framework increases Strategy implementation by 16.7%. From multiple regression analysis, $R^2 = 0.752$ meaning that 75.2% of Strategy implementation can be done through Regulatory Framework and that the high degree means the regression model fits the data very well..

CONCLUSIONS AND RECOMMENDATIONS

During strategy formulation and implementation, it is important to observe inclusivity of all members efforts while at the same time offer good leadership guidance that nurtures fair treatment of all members of the organization. Professionalism and integrity of members at large are also critical for government commissions and should be key in determining the level of service provision to create customer satisfaction.

The researcher recommended that government commissions should observe compliance to regulatory policies without compromising their members to achieve their own selfish interests. Professional and organisational ethics must be adopted and followed to enable these government commissions realize their targets according to their intended mandates. This can only be achieved when proper supervisory and inspection guidelines are provided within the policy frameworks of these commissions.

The researcher recommended for adoption of policies that will help government commissions attain institutional capacity that offers them with the foundation to formulate good strategies that allow them deliver their mandates without external interference. The successful implementation of organisation strategies can only be realized with the goodwill of the stakeholders and therefore this call for flexibility measures that allow the accommodation of various views to limit institutional conflicts and even integrate necessary changes to organisation strategies during their implementation.

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