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INFLUENCE OF STRATEGIC PLAN IMPLEMENTATION ON SERVICE DELIVERY IN PUBLIC SECTOR IN KENYA: A CASE OF MINISTRY OF LABOUR

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ABSTRACT

The main objective of the study was to examine the determinants of strategic plan implementation on service delivery in the public sector in Kenya. The study was conducted at the Ministry of Labour and Social Protection, State Department for Labour. The descriptive research design was adopted for the study. The data was analysed with help of SPSS. The study adopted regression analysis at 5% level of significance to determine strength and direction of the relationship of the variables. It was notable that there exist strong positive relationship between the independent variables and dependent variable. It showed that the independent variables in the study were able to explain 63.80% variation in the service delivery in the public sector in Kenya while the remaining 36.20% was explained by the variables or other aspects outside the model. This implied that these variables were very significant and they therefore needed to be considered in any effort to boost service delivery in the public sector in Kenya.The study recommended for the need to enhance human resource capacity in strategic plan implementation influence service delivery in the public sector in Kenya. The leadership should take the ownership of the strategy implementation. There should be sufficient and effective communication of the Ministry to all within the department. The leadership coordination and commitment should be sufficiently effective to enhance strategic implementation. The study recommended for adequate stakeholder involvement in strategic plan implementation to enhance service delivery in the public sector in Kenya. The management should consult with the stakeholders on the strategy implementation. The management should involve the employees in the strategy planning and formulation and communicate the strategy expectations to all its stakeholders. The study recommended for the adequate financial capacity in strategic plan implementation to enhance service delivery in the public sector in Kenya. The study recommended that the staff should be well trained on the financial management on the strategy implementation. The funds allocation should be based on the actual budgetary requirements. The funds should be disbursed on time to enhance strategy and reduce bureaucracy involved in receiving financial resources in the department.

Key Words: *Human Resource Capacity, Stakeholder Involvement, Financial Capacity, Monitoring and Evaluation, Service Delivery*

INTRODUCTION

Strategic plan implementation has been embraced by business enterprises, the public and private sectors as an important avenue that can be utilized to lead effective organization performance. Strategic planning is the first phase in strategic management process and sets the basis for the other phases (Strategy implementation, evaluation and control). Tampoe & Macmillan, (2014) argues that strategic plan implementation provides the framework for formulating and implementing strategies. However, it is argued that for strategic plan to translate into results, a facilitative internal environment and culture must be present. According to Thompson and Strickland (2014), implementation is an integral component of strategic plan process and it is viewed as the process that turns the formulated strategy into series of action and the result ensure the vision, mission, strategy and strategic objectives of the organization are successfully achieved as planned. Implementation is the process that turns strategies and plans into actions in order to accomplish strategic objectives and goals. Implementing your strategic plan is as important, or even more important, than your strategy. The critical actions move a strategic plan from a document that sits on the shelf to actions that drive business growth. Sadly, the majority of organizations who have strategic plans fail to implement them.

Strategy implementation is largely an internal administrative activity. It 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 within the targeted time framework. Target results may be the expected levels of financial performance of an organization or the efficiency of service delivery. Strategy implementation involves a number of practices such as resource mobilization, restructuring, cultural changes, technological changes, process changes, policy and leadership changes. There is also training of staff and communication of strategic plans and the expected changes to prevent resistance to change (Thompson & Strickland, 2014). Globalization of the world has meant that organizations can sale to a wide market even from a local setting. Organizations need to rethink their strategies to drive the performance to a future desired position (Olson, Slater & Hult, 2005). Hofer and Schendel (2009) opine that organization benefits a lot in a successful strategy implementation to upgrade the organization growth, development of efficient and effective systems, increase organization impact and sustain its competition. They further point that strategy implementation is one of the components of strategic management and contain set of decision and action that results in the formulation and implementation of planned long terms objectives of organization. Thus, strategy implementation is considered successful when all activities are well functioning as this improves its financial performance and achieves its strategic vision. The government of Kenya recognizes that a public sector that is efficient and effective is pivotal for enhanced national competitiveness, economic growth and development of the nation and which ultimately will lead to a high quality of life for its citizens as envisioned in its development blueprint, the vision 2030 which covers the period 2008-2030 (Kenya Vision 2030). All government organizations strategic plans are therefore linked to the mid-term plans of vision 2030 and they are prepared to guide budgeting and plan implementation. They also prepare and commit themselves to Performance Contracts (PCs) which are tied to delivering the strategic plan outputs and targets within specified timelines. Government organizations in Kenya are mainly service organizations and most have near monopoly of provision of these services. The public organizations like every other organization are shaped by the current economic circumstances, resources, history, politics and the demand placed by the public which are all factors in their operating environment. They also have multiple and diverse stakeholders who wield power in and around them thus influencing strategy implementation and performance.

Statement of the Problem

According to the World Bank Group's (WB), (2017) country assessment report, the quality of service in the Kenya public sector was very low due to poor strategy implementation. The poor service delivery was also due to unclear direction and non-existent strategic plans. Where plans were present, there was no effective implementation and monitoring system (GoK, 2013). Implementing strategic plan in the public sector is as important to enhance service delivery. The critical actions move a strategic plan from a document that sits on the shelf to actions that drive service delivery (Kwama, 2016). Sadly, the majority of public organizations who have strategic plans fail to implement them. Approximately 60% of public organizations do not link strategy to budgeting, 75% of organizations do not link employee incentives to strategy, 86% of implementers in the public sector spend less than one hour per month discussing strategy, 95% of a typical workforce doesn't understand their organization's strategy (Ansoff & Mcdonnel, 2011). Carter and Pucko (2010) noted that 60 to 80 % of organizations worldwide perform very well in strategic formulation but either fail or seriously struggle during the strategy implementation process. A high failure rate in strategy implementation does not only discourage the stakeholders involved but also makes it difficult for these originations to fully realize their goals.

Empirical evidence supports existence of a relationship between strategy implementation and performance of organizations (Muchiri,2013; Serfointein, 2015). The theoretical and empirical literature diverges on the potential merits and drawbacks of strategy implementation and service delivery in the public sector. First, there are studies that found that strategy implementation improves organizational performance (Serfointein, 2016, Sial et al., 2013; Awino,2013; Okwachi,Gakure & Ragui,2013; Sage, 2015). However, existing research mostly focuses on developed or developing countries of Asia and Latin America (Kyriacou & Roca-Sagale's, 2011; Wei-qing & Shi, 2010). The link between strategy implementation and service delivery in the public sector in the context of Sub-Saharan Africa is scarcely explored and inconclusive. For example Mbaka and Mugambi (2014) sought to review the factors that affect strategy implementation in the Water Sector in Kenya. Gecha (2014) examined the determinants of implementation of strategies at the Institute of Quantity Surveyors of Kenya. Kiptugen (2013) did a study to determine the strategic responses of Kenya Commercial Bank to a changing competitive environment. From the mentioned studies, no study has been conducted on the determinants of strategy implementation on the service delivery in the public sector in Kenya. Therefore, it was on this premise that this study sought to examine the influence of strategic plan implementation on service delivery in the public sector in Kenya. Could lack of human resource capacity, stakeholder involvement, financial capacity and monitoring and evaluation in strategy implementation affect service delivery in the public sector in Kenya? This study sought to explore more.

Objectives of the Study

The purpose of the study was to establish the influence of strategic plan implementation on service delivery in the public sector in Kenya. The specific objectives were:-

- Establish the influence of human resource capacity on service delivery in the public sector in Kenya.
- Examine the influence of stakeholder involvement on service delivery in the public sector in Kenya
- Determine the influence of financial capacity on service delivery in the public sector in Kenya.

- Find out the influence of monitoring and evaluation on service delivery in the public sector in Kenya

LITERATURE REVIEW

Theoretical Framework

Resource Based View Theory

The theory guided the study to understand the relationship between human resource capacity in strategic implementation and service delivery in the public sector in Kenya. Penrose (1959) provided initial insights of the resource perspective of the firm. However, the resource-based view of the firm (RBV) was put forward by Wenerfelt (1984) and subsequently popularized by Barney's (1991) work. Many authors for example Nelson & winter (1982); Dierick & Cool (1989); Mohoney & Pandian (1992); Eisenhardt & Martin (2000); Zollo & Winter (2002); Zahra & George (2002) and Winter (2003) made significant contribution to its conceptual development. The theory emphasized the importance of organization resources and their influence on performance and competitive advantage in the market. According to RBV, every organization has its own unique resources that enable it to remain competitive in the market, by addressing the rapidly changing environment (Helfat, 2007). These resources may be financial, human, physical, technological and information. These may be valuable, rare and non-substitutable (Crook, Ketchen, Combs & Todd, 2008). Resource based theory at business level is used in explorations of the relationships between resources, competition, and profitability including the analysis of competitive imitation, the appropriatability of returns to innovations, the role of imperfect information in creating profitability difference between competing firms, and the means by which the process of resource accumulation can sustain competitive advantage. Together, these contributions amount to what has been termed "the resource-based view of the firm." However the implications of this "resource-based theory" for strategic management are unclear for two reasons. First the various contributions lack a single integrating framework. Second, little effort has been made to develop the practical implications of the theory. This theory proposes a framework for resource-based approach to strategy formulation which integrates a number of key themes arising from strategic planning literature. The framework involves five-stage procedure for strategy formulation; analyzing the firm's resource-base; appraising the firm's capabilities; analyzing the profit-earning potential of firm; selecting a strategy, and extending and upgrading the firm's pool of resources and capabilities for results in performance (Rumelt, 1984).

Financial Distress Theory

The theory guided the study to understand the relationship between financial capacity in strategic implementation and service delivery in the public sector in Kenya The financial distress theory seeks to look at the different factors that lead to a decline in a firm's performance (Brigham & Ehrhardt 2013). Beaver, Correia, & McNichols (2011), describe financial distress as the inability of an organization to pay its financial obligations as they mature. It is important to assess the probability of organizations financial distress because it would determine the payout distribution associated with an investment. An organizations investment decision and financing are separable and independent. However, not most organizations recognize this hence holding their balance sheets on debts and equity claims as one which then reduces their leverage on costs (Finnerty, 2013). The financial distress theory hence shows the relationship between an organizations financial cash flow and the ability to finance its investment opportunities. Each organization aiming at undertaking a procurement performance should ensure that its financial capability has been well planned for as well as procurement performance funding opportunities well planned, communicated and prepared for before making a decision on whether to carry out a project or not.

Organization should also consider the length of time required to release funds needed for a strategy implementation preplanning stage before determining or agreeing on implementation start dates to ensure on time funding release so as to prevent delays associated with late funds disbursements that may be influenced by several factors relating to the late release of fund. Organizations with high cost strategy implementation are supposed to be able to finance it and when this is not possible, strategy implementation is then delayed. This theory is therefore important when addressing the financial capacity on strategy implementation. Strategy implementation in the organizations experience financial constraints either due to late funding, poor financial estimations and late release of funds. (Brigham & Ehrhardt,2013).

Stakeholder Theory

The theory guided the study to understand the relationship between stakeholder involvement in strategic implementation and service delivery in the public sector in Kenya. The stakeholder theory is a theory of organizational management and business ethics that addresses morals and values in managing an organization. It was originally detailed by Freeman in 1984. Stakeholder theory suggests that the purpose of a business is to create as much value as possible for stakeholders. In order to succeed and be sustainable over time, executives must keep the interests of customers, suppliers, employees, communities and shareholders aligned and going in the same direction (Freeman, 1984; Miles, 2012). Stakeholder theorists such as Friedman and Miles (2002), Phillips (2003) view the corporation as a collection of internal and external groups (for example shareholders, employees, customers, suppliers, creditors and the public at large).

Stakeholder approach can assist managers by promoting analysis of how the company fits into its larger environment, how its standard operating procedures affect stakeholders within the company (employees, managers, stockholders) and immediately beyond the company (customers, suppliers, financiers) (Miles, 2012). Freeman (1984) suggests, for example, that each firm should fill in a "generic stakeholder map" with specific stakeholders. stakeholder theory participates in a broader debate about business and ethics: will an ethical company be more profitable in the long run than a company that looks only to the "bottom line" in any given quarter or year? This theory was critical in this study as it helped explain how Government organizations can use their corporate culture to maximize value to the stakeholders. Every organization attempting to accomplish something has to ask and answer the following question," "What are we trying to accomplish? Or, put even more simply: When all is said and done, how do we measure better versus worse? Even more simply, how do we keep score? (Jensen, 2000; 2002). Stakeholder theory contends that managers should make decisions so as to take into account all of the interests of all stakeholders in a firm which according to the theory can be achieved through effective organizational management, business ethics, morals and values.

Control Theory

The theory guided the study to understand the relationship between monitoring and evaluation in strategic implementation and service delivery in the public sector in Kenya Control theory, invented by Ouchi (1979) and Eisenhardt (1985) uses the notion of modes of control to describe all attempts to ensure that individuals in organizations act in a way that is consistent with organizational goals and objectives (Kirsch, 1997). The concept of control is based on the premise that the controller and the controlee have different interests. These different interests will be overcome by the controller’s modes of control (Tiwana, 2009). Modes of control may distinguish between formal and informal mechanisms. Formal modes of control are defined as Behavior control and Outcome control. Behavior control consists of articulated roles and procedures and rewards based upon those rules. Outcome control is mechanisms for assigning rewards based on articulated goals and outcomes. The informal modes of control are carried out by the control modes labeled as clan and self. Clan are the mechanisms of a group sharing common values, beliefs, problems, and these mechanisms work through activities as hiring & training of staff, socialization etc. The control mode of the self is about individually defined goals and can be carried through the mechanisms of individual empowerment, self-management, self-set goals, etc. (Kirsch, 1997). This theory proposes a framework for control approach to strategy formulation which integrates a number of key control mechanisms arising from strategic plan implementation. The control mechanisms and rules must also be aligned with the overall organization goals through effective monitoring and evaluation as well as the goals of individual teams. Based on this understanding, the study used control theory to focus on modes of monitoring and evaluation on in successful strategic plan implementation to enhance service delivery in the public sector.

Conceptual Framework

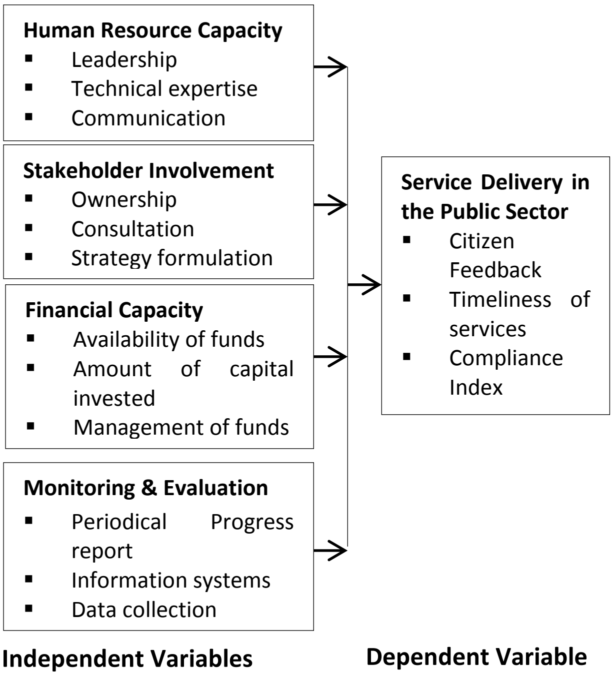

Figure 1: Conceptual Framework

Human Resource Capacity

The institution to be successful, it has to depend on the quality and commitment of its human resources to implement laid strategies. As a result, various development experts have now resolved to impress on governments to strategically plan and roll out a coordinated and comprehensive strategy for effective service delivery (Bernett, 2006). In view of the many challenges that public sector organizations are exposed to, it is imperative for them, to anticipate challenges, identify their strengths to meet anticipated challenges and take control of available opportunities to obtain maximum productivity. Unfortunately, in most organizations, especially in the public sector, strategic plans are not carried out and implemented properly. Some public organizations do not attach any importance to strategic planning and therefore do not have strategic plans for their organizations (Errigde & Mcllrory, 2007).

Birken (2015) stated that top managers have the responsibility to ensure that strategies are implemented efficiently by demonstrating their support to middle managers, convincing staff that implementation is necessary by allocating implementation policies and practices, providing the required resources to facilitate innovation implementation and adopting effective human resource policies. Caldwell, Chatman, Lapiz, Self and Williams (2010) identified that top management effectiveness at various levels of the organization are key in the successful implementation of strategies. The main challenge in implementation of strategies is ensuring that employees commit and direct their capabilities in the business by understanding the new strategy. Therefore, the importance of top management involvement outweighs any other factor in strategic implementation (Rajasekar, 2014).

Stakeholder Involvement

Sloan (2009) describes stakeholder involvement as the process of engaging individuals and groups that are affected by the activities of the organization in a positive way. The importance of identifying and including important stakeholders in the strategic management process is critical since when primary stakeholders are excluded, the relevance and anticipated benefits from the strategy will be limited (Pedersen, 2006). Hughes and Demetreious (2006) maintain that an organization's success depends on creating real dialogue with its diverse stakeholders.

An ideal partnership between stakeholders and organizations is a two-way relationship in the understanding that stakeholders provide support and contribute in many different ways, while organizations in return seek to satisfy their expectations and honour their legitimate claims (Dietz and Stern, 2008). Stakeholders need to get involved in all stages of developing and implementing strategy and in making decisions about its scope, the process and outcomes. In many organizations, however, there is lack of ownership of strategic processes by stakeholders. Their role is totally neglected and only used to rubber stamp what the management feels right for them. The reason for this is the perceived lack of balanced participation and excessive control by management (Cozby, 2005). To confront this problem, there is need to identify and define the respective roles each stakeholder needs to play depending on the interests they hold

Financial Capacity

Organization or companies face many challenges in the strategy implementation and lack of funds being a major problem (Kaplan 2005). He notes that most organizations lack adequate funds and lack the understanding or overlook of the finances should never be neglected for the successful implementation of the strategies. The strategy implementation of an organization is also affected not only by environmental forces and strategic capability, but also by the values and expectations of those who have power in and around the organization Johnson and Scholes (2002). Other research studies show that the financial capability facing an organizations‟ strategy implementation need to be taken into account for smooth implementation of the strategy (Plunkett et al.,2008).

Monitoring and Evaluation

Another challenge to strategy implementation is monitoring and control in order to ensure that the strategic plan is on course. Crittendenet al. (2008) are of the opinion that too much control inhibits creativity, which is a critical resource to the organization. Too much control in the organization structure can hinder creativity and therewith a fast adoption of strategy. It is important that implementers understand the direction where the organization and the managers are heading but how they go this way must be left to employee's own devices.

Service Delivery

Strategic Implementation provides an organization with consistency of actions and ensures that organizational units are functioning towards the same objectives and purpose. This enhances service delivery. In the public sector, strategic planning has been developing gradually. Public service reforms in Kenya started immediately after independence with the sessional paper No. 10 of 1965 on Africa socialism and its application to planning in Kenya outlining the first institutional framework for labor reforms. The main focus was on Africanization of the public service, labor reforms among others, with the objective of improving service delivery and performance. Other reforms were later introduced focusing on performance improvement through strategy implementation for better service delivery (Republic of Kenya 2003).

Empirical Review

Human Resource Capacity

The study sought to establish the link between strategic plan implementation and service delivery at National Hospital Insurance Fund. A case study research design was adopted from a single source which was NHIF. The study established that human resource capacity play a significant role in determining the organizational service delivery. The study concludes that organization structure affects the service delivery at NHIF. The study also concludes that resource allocation has very important implications on the ability and pace of strategic plan implementation and hence service delivery. The study concludes that there are some challenges faced in the implementation of strategic plan at NHIF such as; lack of communication between the strategy formulators and the employees. The management should hire competent employees that have the right skills, altitudes and capabilities to drive through the implementation of strategic plan process. Mbaka and Mugambi (2014) conducted a study on strategy implementation in the Water Sector in Kenya The findings show that strategy implementation in the water sector was affected to a large extent by the level of management support, inadequacy of resources and technical expertise among staff. The findings further indicated that strategy implementation was affected by the type of management leadership and the communication effectiveness.

Stakeholder Involvement

Munene (2013) sought to investigate the extent of stakeholder involvement in strategy implementation at the Lake Victoria South Water Services Board (LVSWSB). The study found that LVSWSB had a wide range of primary stakeholders who it involved to a higher extent towards meeting its objectives as outlined in its service provision mandate. The Board had identified its core stakeholders and had already achieved milestones through their involvement. However, there were glaring imbalances in the involvement of stakeholders; the high-end stakeholder seemed to have higher preference as opposed to those at bottom-of-the-pyramid such as resident associations and community-based organizations. Based on the aforementioned, the study recommended wider inclusion of stakeholders in the Board's operational obligations. While this inclusion would ensure wider ownership of projects implementation and success, it would also assist in faster decision making to avoid stalling or abandonment of projects.

Financial Capacity

Njagi and Kombo (2014) established that strategy implementation affected the level of performance reported by commercial banks in Kenya. The strategies defined the direction that the banks adopted in gaining competitive advantage and differentiating their financial service offerings from other commercial banks in Kenya. The results indicated that commercial banks in Kenya employed different financial capacity support strategy implementation programs with the aim of leveraging their operational efficiency for better return on equity and assets, communication and technology in their operations for operational efficiency. Kurendi (2013) found that effective strategy implementation is a big hurdle, highlighting factors such as top management commitment, clear identification of activities to be carried out to effectively implement strategy, existing legal requirements, existence of budgetary allocation and internal control mechanisms, as those that must be adhered to if successful implementation of strategy is to take place.

Kamau (2015) undertook a study on the institutional factors influencing implementation of strategic plans in government hospitals in Kitui Central Sub-County, Kitui County, Kenya states that successful implementation of a strategy requires additional capital. Everyone involved in implementation need to know and determine the source of funds for the firm to enable smooth implementation. Organizations should set aside budget and set aside budget allocations to finance strategy implementation. Adequate finances are the most needed element for overseeing this never-ending process.

Monitoring and Evaluation

Rajasekar (2014) examined how different factors affect among electricity distribution companies in the Sultanate of Oman by addressing the role played by organizational communications in strategy implementation. Among key factors in strategy implementation included internal control mechanisms. In a highly competitive current environment, organizations need to adopt various strategies including human resource management and internal control mechanisms to improve strategy implementation.

Achola (2016) sought to establish the determinants of strategy implementation in the public health facilities in Mombasa County. One of the determinants of strategy implementation discussed in this study was monitoring and evaluation. The study established that it was an important determinant in the implementation of strategic plans in the public health facilities in Mombasa County. Based on the correlation analysis undertaken, the results show that there was a positive, moderate weak relationship between monitoring and evaluation and strategic implementation. The study recommended that the employees need to be well trained in monitoring and evaluation of strategy implementation.

RESEARCH METHODOLOGY

This study used descriptive research design. Baker (2009) recommends descriptive design as it allows the researcher to describe, record, analyze and report conditions that exit or existed. The target population in this study was 70 staff and study targeted each division that was involved in the strategic management implementation at the State Department for Labour according to Human Resource Department (2017). The study used structured questionnaires to obtain information from study respondents. The Multiple Regression model that aided the analysis of the variable relationships was as follows:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon,$$

Where; Y= Service delivery (dependent variable);
β0= constant (coefficient of intercept);
X_1= Stakeholder involvement (independent variable);
X_2= Financial capacity (independent variable);
X_3= Monitoring & Evaluation (independent variable);
X_4= Human resource capacity (independent variable);
ε = Error term;
β1…β_4= regression coefficient of four variables.

FINDINGS

Human Resource Capacity

The study sought to assess the influence of human resource capacity on service delivery in the public sector in Kenya. This section presented findings to statements posed in this regard with responses given on a five-point Likert scale (where 5 = Very Great Extent; 4 = Great Extent; 3 = Moderate Extent; 2 = Small Extent; 1= Very Small Extent). Table 1 presented the findings. The scores of 'Very Great Extent' and 'Great Extent' were taken to represent a statement equivalent to mean score of 3.5 to 5.0. The score of 'Moderate Extent' were taken to represent equivalent to a mean score of 2.6 to 3.4. The score of 'Small Extent' and 'Very Small Extent' were taken to represent a statement equivalent to a mean score of 1.0 to 2.5.

The study findings in Table 1 with a grand mean of 2.468 the human resource capacity influence strategic plan implementation on service delivery in Kenya. The respondents indicated to a moderate extent that the leadership had taken the ownership of the strategy implementation (2.986); The leadership had taken the early and aggressive action to institutionalize the strategy in the department (3.115); There was sufficient and effective communication of the organization strategy to all within the department (3.008); The leadership and direction provided by the departmental managers was adequate (2.804); The leadership coordination and commitment was sufficiently effective and had a significant influence on the intensity of the subordinates (2.083); The problems requiring top management involvement were communicated early enough (2.112). This implied that human resource capacity influenced service delivery in the public sector in Kenya.

The study findings corroborated with the findings by Birken (2015) stated that top managers have the responsibility to ensure that strategies are implemented efficiently by demonstrating their support to middle managers, convincing staff that implementation is necessary by allocating implementation policies and practices, providing the required resources to facilitate innovation implementation and adopting effective human resource policies. Caldwell, Chatman, Lapiz, Self and Williams (2010) identified that top management effectiveness at various levels of the organization are key in the successful implementation of strategies. The main challenge in implementation of strategies is ensuring that employees commit and direct their capabilities in the business by understanding the new strategy. Therefore, the importance of top management involvement outweighs any other factor in strategic implementation (Rajasekar, 2014).

Table 1: Human Resource Capacity

Statement	Mean	Std
The leadership has taken the ownership of the strategy implementation	2.986	550
The leadership has taken the early and aggressive action to institutionalize the strategy in the department	3.115	.673
There is sufficient and effective communication of the organization strategy to all within the department	3.008	.563
The leadership and direction provided by the departmental managers is adequate	2.864	.320
The leadership coordination and commitment is sufficiently effective and has a significant influence on the intensity of the subordinates	2.083	.458
The problems requiring top management involvement are communicated early enough	2.112	.310
Composite Mean	**2.468**	

Stakeholder Involvement

The study sought to assess the influence of stakeholder involvement on service delivery in the public sector in Kenya. The study findings in Table 2 with a grand mean of 2.666 the stakeholder involvement influence strategic plan implementation on service delivery in Kenya. The respondents indicated to a moderate extent that the management consults with the stakeholders on the strategy implementation (2.765); The management involved stakeholders in the ownership in the strategy planning and formulation (3.023); The management owned and communicated the strategy expectations to all its stakeholders (2.873); The management obeyed the decision developed by the stakeholders and adhered to the provisions of law in its operations (2.908); The organization met the legal requirements to ensure that there was streamlined strategy implementation (3.110). This implied that stakeholder involvement influence strategic plan implementation to enhance service delivery in the public sector in Kenya. The study findings were in agreement with literature review by Sloan (2009) who stated that stakeholder involvement as the process of engaging individuals and groups that are affected by the activities of the organization in a positive way. The importance of identifying and including important stakeholders in the strategic management process was critical since when primary stakeholders are excluded, the relevance and anticipated benefits from the strategy will be limited(Pedersen, 2006). Hughes and Demetreious (2006) maintain that an organization’s success depends on creating real dialogue with its diverse stakeholders. An ideal partnership between stakeholders and organizations is a two-way relationship in the understanding that stakeholders provide support and contribute in many different ways, while organizations in return seek to satisfy their expectations and honour their legitimate claims (Dietz and Stern, 2008). Stakeholders need to get involved in all stages of developing and implementing strategy and in making decisions about its scope, the process and outcomes. In many organizations, however, there is lack of ownership of strategic processes by stakeholders in service delivery in the public sector in Kenya.

Table 2: Stakeholder Involvement

Statement	Mean	Std
The management consults with the stakeholders on the strategy implementation	2.765	.358
The management involves the employees for the ownership in the strategy planning and formulation	3.023	.220
The management owns and communicates the strategy expectations to all its stakeholders	2.873	.218
The management obeys the decision developed by the stakeholders and adheres to the provisions of law in its operations	2.908	.322
The organization meets the legal requirements to ensure that there is streamlined strategy implementation	3.110	.233
Composite Mean	**2.666**	

Financial Capacity

The study sought to assess the influence of financial capacity on service delivery in the public sector in Kenya. The study findings in Table 3 with a grand mean of 2.653 the financial capacity influence strategic plan implementation on service delivery in Kenya. The respondents indicated to a moderate extent that the staff were well trained on the financial management on the strategy implementation (3.210); The funds allocation was based on the actual budgetary requirements in the department (2.909); The funds were disbursed on time to enhance strategy 3.112); There was a lot of bureaucracy involved in receiving financial resources in the department (2.908). The study results showed that financial capacity influence service delivery in the public sector in Kenya. Kaplan (2005) noted that most organizations lack adequate funds and lack the understanding or overlook of the finances should never be neglected for the successful implementation of the strategies. The strategy implementation of an organization is also affected not only by environmental forces and strategic capability, but also by the values and expectations of those who have power in and around the organization Johnson and Scholes (2002). Other research studies show that the financial capability facing an organizations‟ strategy implementation need to be taken into account for smooth implementation of the strategy (Plunkett et al.,2008).

Table 3: Financial Capacity

Statement	Mean	Std
The staff is well trained on the financial management on the strategy implementation	3.210	.210
The funds allocation is based on the actual budgetary requirements in the department	2.909	.328
The funds are available and disbursed on time to enhance strategy implementation	3.119	.438
The funds allocated are available and sufficient to implement strategic plan in the department	3.112	.217
There is a lot of bureaucracy involved in receiving financial resources in the department	2.908	.328
Composite Mean	**2.653**	

Monitoring and Evaluation

The study sought to assess the influence of monitoring and evaluation on service delivery in the public sector in Kenya. The study findings in Table 4 with a grand mean of 3.219 the monitoring and evaluation influence strategic plan implementation on service delivery in Kenya. The respondents indicated to a moderate extent that there were adequate structures to monitor and evaluate the implementation of the strategic plans in the department 2.893); There was adequate feedback on the strategy implementation in the department (2.345); The strategy implementation periodical progress reports were used to document the status according to the plan (4.123); The strategy implementation periodical progress reports were used to document the status according to the plan (2.904). There was regular data collection on the monitoring and evaluation of the strategic plans (3.234). The information systems that are used to monitor the strategy implementation are adequate (2.763). From the study results it can be deduced that monitoring and evaluation influence strategic plan implementation to enhance service delivery in the public sector in Kenya.

The study findings were in line with literature review by Olson et al. (2005) in their study were of the opinion that monitoring and evaluation must be established in connection to the strategy implementation. Organization control consists of verifying whether everything occurs in conformity with the plan adopted; instructions issued; and the principles established. Controls can be either strategic or operational. Strategic controls are concerned with the overall performance of the organization or a significant part of it. Operational controls measure activities within sub-units of an organization and usually cover a shorter time period than strategic controls. All such controls check whether the organization's strategic and operational plans are being realized and put into effect corrective measures where deviations from expected performance levels or shortfalls are occurring.

Table 4: Monitoring and Evaluation

Statement	Mean	Std
There are adequate structures to monitor and evaluate the implementation of the strategic plans in the department	2.893	.212
There is regular monitoring and evaluation of the strategic implementation in the department	2.345	.346
There is adequate feedback on the strategy implementation in the department	4.213	.560
The strategy implementation periodical progress reports are used to document the status according to the plan	2.904	.321
There is regular data collection on the monitoring and evaluation of the strategic plans	3.234	.399
The information systems that are used to monitor the strategy implementation are adequate	2.763	.200
Composite Mean	**3.219**	

Service Delivery

The study sought to examine the influence of strategic plan implementation of the service delivery in the public sector in Kenya, attributed to the influence of human resource capacity, stakeholder involvement, and financial capacity and monitoring and evaluation. Findings in Table 5 below revealed improved service delivery across the 5 year period running from the year 2013 to 2017. In the compliance index, a majority of respondents affirmed having improved incrementally from 0%-20% in 2013 (44.10%), to compliance index by 0%-20% in 2014 (35.2%), 21%-40% in 2015 (36.40%), compliance index improved by more than 40% (4.40%) in 2016 and improved by more than 40% (37.30%) in 2017.

Timely delivery of services also recorded positive with a majority affirming a majority of respondents affirmed having improved incrementally from 0%-20% in 2013 (37.90%), to timely delivery of services by 0%-20% in 2014 (35.90%), improved by 21%-40% in 2015 (35.90%), timely delivery of services by more than 40% in (39.00%) and improved by more than 40% in 2017(36.20%). A similar trend was recorded in quality of services, from improvement of 0%-20% in 2013 (44.10%), 0%-20% in 2014 (35.20%), 21%-40% in 2015 (36.40%), compliance index improved by more than 40% in 2016 (41.10%) and improved by more than 40% in 2017(37.30%).

A similar trend was recorded in complaints with a majority affirming to its decrease by 0%-20% in 2013 (36.4%), decrease by 21%-40% in 2014 (35.20%), decrease by 21%-40% in 2015 (36.4%), decrease by 21%-40% in 2016 (37.90%) and decrease by more than 40 in 2017 (37.30%).Complements also recorded a positive growth with a majority affirming to increase by 0%-20% in 2013 (42.30%), increase by 0%-20% in 2014 (37.70%) , increase by 0%-20% in 2015 (36.10%) , increase by more than 40% in 2016 (41.10%) , increase by more than 40% in 2017 (37.50%) It can be deduced from the findings that service delivery indicators have considerably improved as influenced by among other factors attributes, the influence of human resource capacity, stakeholder involvement, financial capacity and monitoring and evaluation. Complements and timely delivery had particularly improved by at least 10 percent in the study area pointing to the significance of human resource capacity, stakeholder involvement, financial capacity and monitoring and evaluation.

Table 5: Service Delivery

Compliance Index	**2013**	**2014**	**2015**	**2016**	**2017**
Improved by 0%-20%	44.1	35.2	33.4	25.7	27.1
Improved by 21%-40%	31.7	32.6	30.2	33.9	35.6
Improved by more 40%	23.5	32.2	36.4	40.4	37.3
Timely Delivery	**2013**	**2014**	**2015**	**2016**	**2017**
Improved by 0%-20%	37.9	35.9	31.2	25.7	33.1
Improved by 21%-40%	36.2	31.3	35.9	35.3	30.7
Improved by more 40%	25.9	32.8	32.9	39.0	36.2
Customer Satisfaction					
Complaints	**2013**	**2014**	**2015**	**2016**	**2017**
Decreased by 0%-20%	36.4	35.2	33.4	25.7	27.1
Decreased by 21%-40%	31.7	32.6	36.4	37.9	35.6
Decreased by more than 40%	23.5	32.2	30.2	33.9	37.3
Complements	**2013**	**2014**	**2015**	**2016**	**2017**
Increased by 0%-20%	42.3	37.7	31.6	30.7	29.5
Increased by 21%-40%	31.8	32.9	36.1	28.2	33
Increased by more than 40%	25.9	29.4	32.3	41.1	37.5

Multiple Regression Analysis

The study adopted a multiple regression analysis so as to establish the relationship of independent variables and dependent variables. The study applied SPSS compute the measurements of the multiple regression analysis. According to the model summary Table 6, R is the correlation coefficient which showed the relationship between the indepedent variables and depedent variable. It was notable that there existed strong positive relationship between the indepedent variables and depedent variable as shown by R value (0.799). The coefficient of determination (R^2) was used to measure how far the regression model's ability to explain the variation of the independent variabies. The coefficient of determination was between zero and one. The data showed that the high R square was 0.638. It showed that the independent variables in the study were able to explain 63.80% variation in the service delivery in the public sector in Kenya while the remaining 36.20% is explained by the variables or other aspects outside the model.This implied that these variables were very significant and they therefore needed to be considered in any effort to boost service delivery in the public sector in Kenya.

Table 6: Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	.799	.638	.603	.000

F-test is done to test the effect of independent variables on the dependent variable simultaneously. According to Brymann and Cramer (2011), F-statistic test basically shows whether all the independent variables included in the model jointly influence the dependent variable. The F-statistic test basically shows whether all the independent variables included in the model jointly influence on the dependent variable. Based on the study results of the ANOVA Test or F-test in Table 7 obtained F-count (calculated) was 73.561 greater the F-critical (table) (8.908) with significance of 0.000. Since the significance level of 0.000< 0.05 we conclude that the set of independent variables affect the service delivery on the public sector in Kenya and this shows that the overall model was significant.

Table 7: ANOVA

Model	Sum of Squares	d.f	Mean Square	F	Sig.
Regression	10.328	4	2.582	73.561	.000
Residual	1.932	55	.0351		
Total	12.260	59			

NB: F-Critical Value = 8.908

The results of multiple regression analysis obtained regression coefficients t value and significance level as indicated in Table 8. The study conducted a multiple regression analysis so as to determine the relationship between the dependent variable and independent variables. From the study findings on the regression equation established, taking all factors into account (independent variables) constant at zero service delivery in the public sector in Kenya will be 3.908. The data findings analyzed also showed that taking all other independent variables at zero, a unit increase in human resource capacity would lead to a 0.862 increase in service delivery in the public sector in Kenya; a unit increase in stakeholder involvement will lead to a 0.853 increase in service delivery in the public sector in Kenya, a unit increase in financial capacity will lead to 0.788 increase in service delivery in the public sector in Kenya and a unit increase in monitoring and evaluation will lead to 0.721 increase in service delivery in the public sector in Kenya.This infers that human resource capacity contributed most to service delivery in the public sector in Kenya.

Based at 5% level of significance, human resource capacity had a .000 level of significance; stakeholder involvement show a .001 level of significance, financial capacity show a .003 level of significance and monitoring and evaluation show a .005 level of significance hence the most significant factor was human resource capacity. The general form of the equation was to predict service delivery in the public sector in Kenya from human resource capacity, stakeholder involvement, financial capacity and monitoring and evaluation is: (**$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$**) becomes:

$Y = 3.908 + 0.862X_1 + 0.853X_2 + 0.788X_3 + 0.721X_4$.

This indicated that service delivery in the public sector in Kenya = 3.908 + 0.862*Human Resource Capacity + 0.853*Stakeholder Involvement + 0.788*Financial Capacity + 0.721*M&E.

Table 8: Coefficient Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	P-values.
	β	Std. Error	β		
(Constant)	3.908	.653		5.980	.000
X_1_Human Resource Capacity	.862	.155	.465	5.555	.000
X_2_Stakeholder Involvement	.853	.170	.354	5.008	.001
X_3_Finacial Capacity	.788	.180	.255	4.372	.003
X_4 Monitoring & Evaluation	.721	.223	.232	3.231	.005

CONCLUSION AND RECOMMENDATIONS

Based on the study findings, the study concluded that service delivery in the public sector in Kenya is affected by human resource capacity, stakeholder involvement, financial capacity and monitoring and evaluation as the major factors that mostly affect service delivery in the public sector in Kenya.

The study concluded that human resource capacity is the first most important factor that influences service delivery in the public sector. The regression coefficients of the study showed that human resource capacity has a significant influence on service delivery in the public sector. This shows that human resource capacity has a positive influence on service delivery in the public sector in Kenya.

The study concluded that stakeholder involvement is the second most important factor that influences service delivery in the public sector. The regression coefficients of the study show that stakeholder involvement has a significant influence on service delivery in the public sector. This showed that stakeholder involvement has a positive influence on service delivery in the public sector in Kenya.

Further, the study concluded that financial capacity is the third most important factor that influences service delivery in the public sector. The regression coefficients of the study showed that financial capacity has a significant influence on service delivery in the public sector. This showed that financial capacity has a positive influence on service delivery in the public sector in Kenya.

Finally, the study concluded that monitoring and evaluation is the fourth most important factor that influences service delivery in the public sector. The regression coefficients of the study showed that monitoring and evaluation has a significant influence on service delivery in the public sector. This showed that monitoring and evaluation has a positive influence on service delivery in the public sector in Kenya.

Recommendations of the Study

The study explored the influence of strategic plan implementation on service delivery in Kenya with Ministry of Labour. Based on the findings, the following recommendations were made which the organization, other state corporations and even the private organizations should put in place to address these issues if Kenya is to achieve its vision 2030 plans in the strategic implementation to enhance service delivery in the public sector in Kenya.

The study recommended for the need to enhance human resource capacity in strategic plan implementation influence service delivery in the public sector in Kenya. The leadership should take the ownership of the strategy implementation. There should be sufficient and effective communication of the Ministry to all within the department. The leadership coordination and commitment should be sufficiently effective to enhance strategic implementation.

The study recommended for adequate stakeholder involvement in strategic plan implementation to enhance service delivery in the public sector in Kenya. The management should consult with the stakeholders on the strategy implementation. The management should involve the employees and stakeholders in the strategy planning, formulation and communicates the strategy expectations to all.

The study recommended for the adequate financial capacity in strategic plan implementation to enhance service delivery in the public sector in Kenya. The study recommends that the staff should be well trained on the financial management on the strategy implementation. The funds allocation should be based on the actual budgetary requirements. The funds should be disbursed on time to enhance strategy and reduce bureaucracy involved in receiving financial resources in the department.

Areas for Further Research

The study contributes the body of knowledge by examining the influence of strategic plan implementation on service delivery in the public sector in Kenya. The service delivery in the public sector in Kenya is greatly affected by inadequate strategic plan implementation due to lack of human resource capacity, financial capacity, monitoring and evaluation and stakeholder involvement. The study contributes to the existing literature in the field of service delivery by elaborating exiting theories, models and empirical studies on service delivery in the public sector in Kenya. This study should therefore be expanded in future in order to determine the other factors hindering strategic plan implementation on the enhancing service delivery in Kenya. Existing literature indicates that as a future avenue of research, there is need to undertake similar research in public sector in Kenya and other countries in order to establish whether the explored factors can be generalized.

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