

## STRATEGY IMPLEMENTATION AND PERFORMANCE OF STATE PARASTATALS IN THE ENERGY SECTOR IN KENYA.

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### ABSTRACT

In Kenya the state parastatals fall under various parent ministries and established through Acts of parliament and under provisions of State parastatals Act (cap 446) laws of Kenya.. A number of policy issues and challenges afflict SPs in Kenya which includes inadequate performance management framework that effectively links performance of SPs to national development goals and fails to adequately link individual performance to institutional performance. The dismal performance in SPs has resulted to public private partnerships, mergers, restructuring and branding, and even trimming the number of SPs from 262 to 187. The decline in performance of State parastatals (SPs) has been attributed to issues such as strategy implementation, inadequate policies, inadequate intra-organizational knowledge transfer techniques, organizational culture and lack of adequate directions in the management. The study undertook five selected state parastatals in the energy sector in Nairobi ministry of energy and petroleum which included Kenya Pipeline Company, Kenya petroleum Refineries Company, Kenya power, Kenya electricity generating company, and National Oil Company. The target population comprised of 320 staff in different managerial levels working at five selected state parastatals in the energy sector in Nairobi ministry of energy and petroleum. The sample size of the study was drawn from the 160 management staff. The study draw emphasis in gathering data that helped to establish how strategy implementation affect performance of state parastatals in the energy sector in Kenya. The study specifically demonstrated how staff competency, Organisation structure, leadership and communication impacts on performance of state parastatals in the energy sector in Kenya. This research problem was studied through the use of a descriptive research design. In this study the collected data was edited and coded into a statistical package (Statistical Package for Social Sciences (SPSS) version 20) for analysis. Both descriptive and inferential statistics was used to analyze quantitative data. In descriptive statistics, the study used frequency, mean, standard deviation and percentages. Findings of the study concluded that the independent variables i.e. management competency, organization structure, leadership and communication are factors that affect performance of state parastatals in the energy sector in Kenya. The study indicates that P value to be = 0.000 which is less than 5%. The study recommends that the state parastatals management should invest in

research and development in order to develop new strategies that are competitive in the target market. The state parastatals should venture into implementation of strategies that ensures performance of state parastatals in the energy sector.

**Keywords:** Strategy; implementation; performance; state parastatals; energy sector.

## Introduction

Strategy is a planned and emergent, dynamic, and interactive process. Strategy implementation is a vital component of the strategic management process, which entails strategy formulation, implementation, monitoring and control. Strategy Implementation involves putting into action the logically developed strategies Shah, (1996). Strategic implementation is also dynamic. It involves a complex pattern of actions and reactions. It is partially planned and partially unplanned. Strategic implementation operates on several time scales. Short term strategies involve planning and managing for the present (Shah, 1996).

Strategy implementation is critical to a company's success, addressing the who, where, when, and how of reaching the desired goals and objectives. William (1991), as cited in (Shah 1996), describes implementation as the implementation of tactics both internally and externally so that the organization moves in the desired strategic direction. While organizations formulate strategy, implementation is what determines their performance. Successful and effective implementation of strategy is, however, a function of the interaction of factors both internal and external to the organization. It is therefore more challenging than the formulation of strategy (Aosa, 1992; Machuki, 2005).

A government-owned corporation, state-owned enterprise, or government business enterprise is a legal entity created by a government to undertake commercial activities on behalf of an owner

government, and are usually considered to be an element or part of the state. There is no standard definition but the defining characteristics are that they have a distinct legal form and they are established to operate in commercial affairs or public policy objectives. They may also be fully owned or partially owned by Government.

The Energy Sector in Kenya was incorporated in 1979 upon Kenya Government's realization that energy was a major component in the country's development process. This realization was mainly due to two oil price escalations of 1973/74 and 1979 which resulted in the country spending relatively more foreign exchange to import oil. Prior to formation, energy sector issues were scattered over several ministries. The Ministry of Power and Communications was responsible for electricity development including the Rural Electrification Programme, Tana River Development Company, Kenya Power and Lighting Company and pricing of power jointly with Ministry of Finance. The Ministry of Finance was in charge of petroleum pricing and representation of government interests in the Kenya Petroleum Refineries Limited (GoK, 2004).

The Ministry of Energy in Kenya comprises of various State parastatals/ Statutory bodies in the energy sector namely; Kenya Power and Lighting Company Limited (KPLC); Kenya Petroleum Refineries Limited (KPRL); Kenya Electricity Generating Company Limited (KenGen); National Oil Corporation of Kenya (National Oil); Kenya Pipeline Company Limited (KPC); Energy Regulatory Commission (ERC); Rural Electrification Authority (REA); Energy Tribunal; Geothermal Development Company (GDC) and Kenya Electricity Transmitting Company (KETRACO).

## Statement of the Problem

Strategy implementation is a key for any organization's survival. Many organizations could not sustain their competitive advantages, despite having a robust strategy formulation process, because they lack the processes in implementing the strategies. Considering the higher failure rates in implementation of strategies, more attention should be given by executives to implementing the strategy. Several reasons are frequently offered for the failure of implementing strategy. While this field of research attracted significant research interests and subsequently added quality theories and models in the western world, this topic has not attracted much attention in the Middle East region. Hence, this investigate strategy implementation and performance of state parastatals in the energy sector in Kenya (Anitha, 2014).

The strategy literature claims that between 50% and 80% of strategy implementation efforts fail (Atkinson, 2006). According to Bell, Dean, and Gottschalk (2010), strategy execution is commonly the most complicated and time-consuming part of strategic management, while strategy formulation is primarily an intellectual and creative act involving analysis and synthesis. According to Zaribaf and Bayrami (2010), the majority of large organizations had problems with strategy implementation. The literature supports the view that unlike strategy formulation, strategy implementation cannot be achieved by top management alone; it requires the collaboration of everyone inside the organization and, on many occasions, parties outside the organization. While formulating a strategy is normally a top-down endeavor, implementing it requires simultaneous top-down, bottom-up, and across efforts.

State parastatals (SPs) Firms have not been short of strategies but have fallen short of strategy implementation (Alexander, 1985; Brinkerhoff, 1996; Charan & Colvin, 1999; Gluck et al., 1980; Kazanjian & Drazin, 1987; Weiss & Birnbaum, 1989). It is estimated that 70% of chief executive

officers fail due to bad implementation (Charan & Colvin, 1999). Research by the Kenya Bankers Association found that as much as 37% of the potential value of a strategy in commercial banks in Kenya is lost during implementation (KBA, 2012).

Despite the value of performance, cases of continued decline in performance in State parastatals (SPs) have been on increase globally and arouses an urgent need to find solutions to address the problem (CCGA, 2013; RSA, 2013). Strategy implementation which form the basis of improving State parastatals (SPs) performance has not been adequately examined (Anitha, 2014). The GoK invests heavily in SPs, but have continued to record poor performance (OECD, 2005; RoK, 2011). The SPs employ about 119,689 workers with an annual wage bill of over 131.2 billion but only 51% are self-sustaining (RoK, 2013). The declined performance is of great concern to the Government, people of Kenya and International Community as SPs play a critical role in enabling social and economic transformation of the economy. The dismal performance of SPs has been attributed to declining State parastatals (SPs) performance (IDSA, 2009; Ogendo, 2014).

To a large extent, studies on State parastatals (SPs) performance and strategy implementation processes have been conducted in developed countries (Chiabaru, Dam & Hutchins, 2010; Tseng & Lee, 2014; Najabat, 2015). At regional and local level, there is inadequate information on performance and strategy implementation processes (Guyo, 2012; Ogendo, 2014) and the studies conducted in developed countries may not adequately address the problem in developing countries due to social cultural differences and economic stability. This study therefore sought to examine the strategy implementation and performance of state parastatals in the energy sector.

## Research objectives

### General objective

The main objective of the study was to investigate strategy implementation and performance of state parastatals in the energy sector in Kenya.

### Specific Objectives of the Study

This study was guided by the following specific objectives:

- i. To determine how management competency affects performance of state parastatals in the energy sector in Kenya during strategy implementation.
- ii. To find out the effects of organization structure on strategy implementation and how it influences performance of state parastatals in the energy sector in Kenya.
- iii. To establish how leadership influences performance of state parastatals in the energy sector in Kenya on strategy implementation.
- iv. To examine how communication on strategy implementation affects performance of state parastatals in the energy sector in Kenya.

### Theoretical Framework

Theoretical frameworks are obviously critical in deductive, theory-testing sorts of studies. It is a foundation for the parameters, or boundaries, of a study. A theoretical framework structures the sections of the study that need to be covered. Conflicting empirical results founded upon contrasting theoretical premises indicate that strategy implementation is a complex phenomenon. This study was based on three theories competency theory; and situational theory; human capital theory.

### Competency Theory

Competency theory (Kruger & Dunning, 1999) suggests that non-proficient individuals are less likely than proficient students to be able to self-assess their skill set accurately. The global move to competency based training has introduced a number of new concepts and chief among these concepts is the concept of competence (Mansfield, 2004). The concept has created confusions and a host of conceptual misunderstandings at global (Van Loo & Semeijn, 2001), national (Mitchell, Chappell, Bateman & Roy, 2005) and State (Robinson & Misko, 2003) levels. The learners identify and select the required concepts, from the relevant domain knowledge, which is facilitated by the teacher. The learners are then guided to identify and draw the relationship of the concepts from the problem to required knowledge, from the required knowledge to performance criteria using skills as the interplay elements or links, and, finally, from performance criteria to the problem.

### Situational Theory

According to situational leadership theory, leadership is primarily a set of skills rather than a set of traits. These skills include the ability to direct, motivate and support subordinates while helping the group stay focused on the job. These frameworks holds that anyone placed in the same position would learn and apply the same skills, and that their effectiveness would depend more on how well they learned and applied the necessary skills rather than on any inherent traits (Hersey & Blanchard, 1988). A business owner relying on situational leadership theory could appoint almost any qualified person to a management position, providing leadership training as needed to support them in their new role. This theory relates to research question three: What are the effects of leadership on the performance of state parastatals in the energy sector in Kenya?

## Human Capital Theory

Bohlander et al. (2001) define human capital as “knowledge, skills, and capabilities of individuals that have economic value to an organization through communication skills.” The Organization for Economic Cooperation and Development (OECD, 2001) describes human capital as “the knowledge, skills, competencies, and attributes embodied in individuals that facilitate the creation of personal, social and economic well-being.” Dess and Pickens (1999) also define human capital as “capabilities, knowledge, skills, and experience, all of them embodied in and inseparable from the individual.”

## Empirical Review

### Staff Competence

A study by Stijn and Konstantinos (2006) found that organisations need competent staffs who do not simply respond to change but proactively recognize when change is necessary, understand the change management process, and foster an environment of promptness, learning, and strategic anticipation. They are able to assess the change power of endurance, prepare for resistance, gain support for change, involve people in decisions that affect them, provide clarity about behavioral expectations, create opportunities to practice new skills, use the feedback process to monitor implementation, reward and reinforce both progress and success, and align systems to support the new and desired behaviors.

## Organization Structure

As the variety and complexity of organizations have increased over time, managers have searched continually for the optimal organizational structure. But history has shown that there is no perfect structural solution to the organization structure and strategy. The need to examine these linkages continues because not all studies are able to support a direct relationship between alignment and



performance. For example, Joshi *et al.* (2003) reported the lack of a direct relationship between organization structure and performance, but under certain moderating conditions found the relationship was significant.

### Leadership

Kotter (1990) argued that leadership is about coping with change. Part of the reason leadership has become important is that the business world has become more competitive and more volatile. Major changes are more necessary to survive and compete effectively. Ansoff and McDonnell (1990) characterize organization top management leadership as a general management capability. They define management capability as the propensity and ability to engage in behavior which optimizes attainment of the organizations short and long term objectives in the world to give more focus on SMEs (Delmar, Davidsson & Gartner, 2003).

### Communication

It is essential both during and after an organizational change to communicate information about organizational developments to all levels in a timely fashion. However, one may misunderstand communication, or the sharing of information, as engagement in the direct dialogue that produces lack of active participants in the process. The way in which a strategy is presented to employees is of great influence to their acceptance of it. Such a plan is an effective vehicle for focusing the employees' attention on the value of the selected strategy to be implemented (Rap & Kauffman, 2005).

### Performance of state corporations

The Performance of any organization is dependent on several factors such as management competency, Organizational culture, Organizational structure and leadership management style,

employees motivation and satisfaction levels, facilities for example computers, tools, etc and the political legal environments. Any or all of the factors listed above will determine the direction the organization is heading to in so far as its performance is concerned. If the said factors are implemented to its fullest then the rate of performance will be higher but if haphazardly done will not lead to improved results and efficiency. Each includes regular recurring activities to establish organizational goals, monitor progress toward the goals, and make adjustments to achieve those goals more effectively and efficiently. Typically, these become integrated into the overall recurring management systems in the organization (as opposed to being used primarily in one-time projects for change (Brown, 1996).

### Conceptual Framework

According to Jabareen (2008) a conceptual framework is a network of interlinked concepts that together provide a comprehensive understanding of a phenomenon or phenomena. The concepts that constitute a conceptual framework support one another, articulate their respective phenomena, and establish a framework-specific philosophy. According to Orodho (2009) a conceptual framework describes the relationship between the research variables. Jabareen (2008) argues that a variable is a measurable characteristic that assumes different values among subjects. An independent variable is that variable which is presumed to affect or determine a dependent variable (Jabareen, 2008). A dependent variable is a variable dependent on another variable like the independent variable. A dependent variable is the variable which is measured in the research study (Everitt, 2002).

The study was guided by the following conceptual framework.

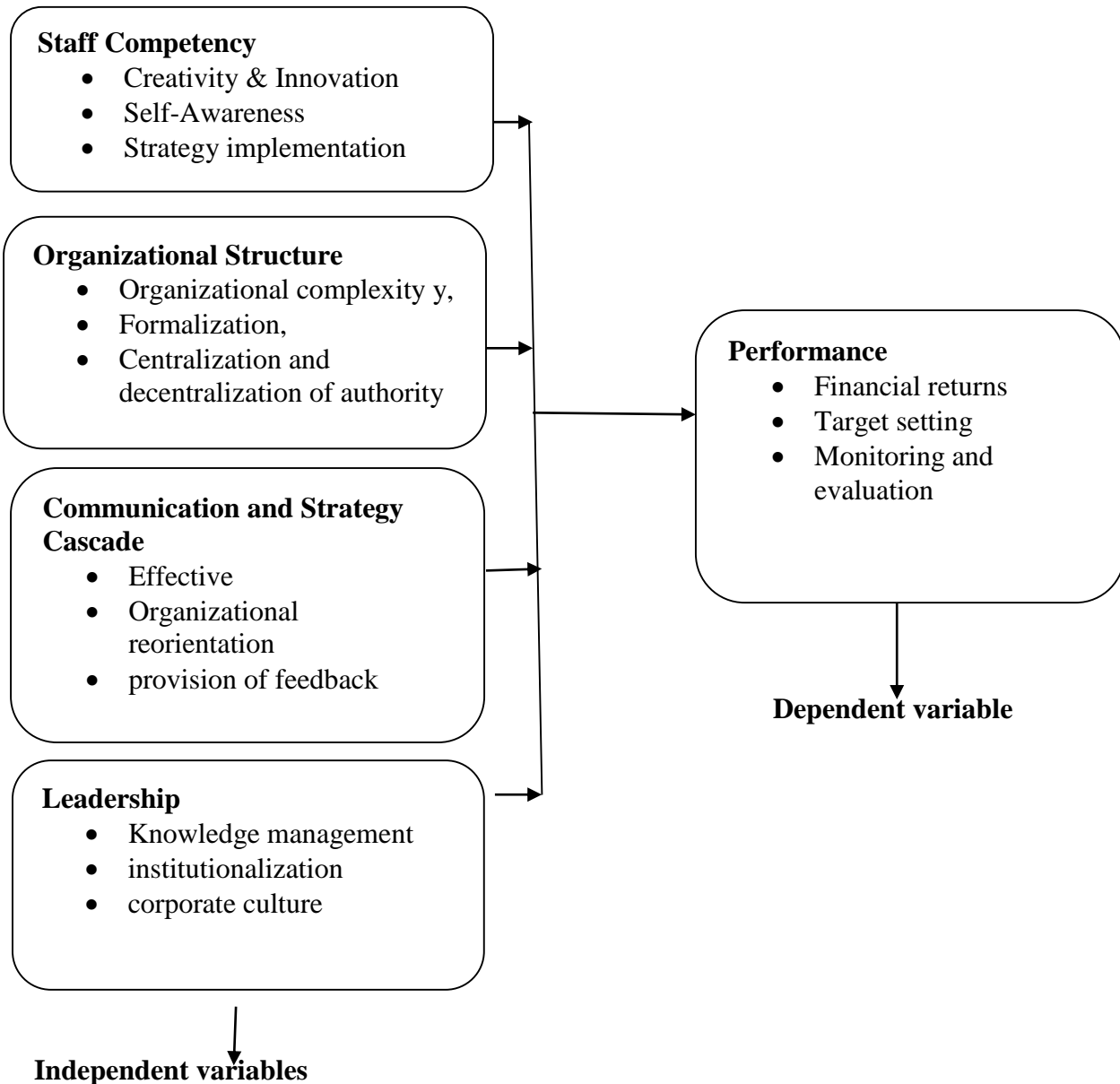


Figure 2. 1 Conceptual Framework

## Research Methodology

### Introduction

This chapter sets out various stages and phases that were followed in completing the study. It involves a blueprint for the collection, measurement and analysis of data. Specifically the following subsections were included; research design, target population, data collection instruments, data collection procedures and finally data analysis.

### Research Design

This research problem was studied through the use of a descriptive research design. According to Cooper and Schindler (20014), a descriptive study is concerned with finding out the what, where and how of a phenomenon. Descriptive research design was chosen because it enables the researcher to generalise the findings to a larger population. This study therefore will be able to generalise the findings to all the state parastatals in the energy sector in Kenya.

### Study Population

The target population comprised 320 staff in different managerial levels that was employed at 5 selected state parastatals in Kenya at three levels, namely top, middle and low level management ranks, who directly were dealing with the day to day management of the state corporations, since they are the ones conversant with the subject matter of the study. The study targeted the management staff since they are the one concerned with the strategy implementation and understands technical issues on the strategy implementation and performance of state parastatals in the energy sector in Kenya. The list containing the number of the management staff will be obtained from the 5 selected state parastatals in Kenya and formed the basis of the sampling frame for the study. Mugenda and Mugenda (2003), explain that the target population should have some

observable characteristics, to which the researcher intends to generalize the results of the study. The study proportionately selected 50% of staff in each level.

### **Sample Size and Sampling Techniques**

The population was grouped into three strata i.e. top, middle and low level managers. From each stratum a percentage of 30% of every stratum was picked. Statistically, in order for generalization to take place, a sample of at least 30 elements (respondents) must exist Cooper & Schindler (2003). Simple random sampling was used to select 96 respondents. According to Cooper & Schindler (2003), random sampling frequently minimizes the sampling error in the population. This in turn increases the precision of any estimation methods used.

### **Data Collection tools and techniques**

A questionnaire was used to collect primary data. The questionnaire designed in this study comprised of two sections. The first part included the demographic and operational characteristics which is designed to determine fundamental issues including the demographic characteristics of the respondent, while the second part focused on the main issues of the

### **Data Analysis, Presentation and Interpretation**

#### **Response Rate**

To establish the actual number of the respondents who submitted back the questionnaires for data analysis, analysis of the response rate was conducted as shown in Table 4.1. The table 4.1 presents that the response rate was 60% of the total sample size and the non-response was 40%. The response of 60% facilitated towards gathering sufficient data that was generalized to reflect the opinions of respondents on the strategy implementation and performance of state parastatals in the energy sector in Kenya.

This was in tandem with Graham (2002) that a response rate above 30 to 50% of the total sample size contributes towards gathering of sufficient data that could be generalized to represent the opinions of respondents in the target population on the sought study problem. The recorded high response rate can be attributed to the data collection procedures, where the researcher pre-notified the potential participant's notably senior managers, middle level and lower managers of the intended survey and utilized a self-administered questionnaire which respondents completed and picked shortly afterwards and made follow up calls to clarify queries as well as prompted the respondents to fill the questionnaire.

### Response Rate

Response rate	Frequency	Percentage
Response	96	60%
Non Response	64	40%
Total	160	100%

### Regression analysis

The linear regression analysis models was used to show the linear relationship between the dependent variable which is performance of state corporations and the independent variables which are management competency, organizational structure, leadership and communication. The coefficient of determination  $R^2$  and correlation coefficient ( $r$ ) show the degree of association between the Variables and performance of state corporations. The results of the linear regression indicate that  $R^2=.955$  and  $R=.975$  this is an indication that there is a strong relationship between management competency, organization structure, leadership, communication and the performance of state corporations.

**Table 4. 1: Model Summary**

Model	R	R Square
1	.975	.955

**Table 4. 2: ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	494.594	16	123.648	362.058	.000 <sup>b</sup>
	Residual	28.687	144	.342		
	Total	523.281	160			

a. Dependent Variable: performance of state Parastatals in the energy sector in Kenya.

Table 4.7 indicates that P value = 0.000 which is less than 5%. This shows that the overall model is significant. It further implies that management competency, Organization structure, leadership and communication have a significant effect on the performance of state Parastatals in the energy sector in Kenya.

**Table 4. 3: Multiple Regression Analysis**

<b>Model</b>	<b>Unstandardized Coefficients</b>	<b>Standardized Coefficients</b>	<b>T</b>	<b>Sig.</b>
	<b>B</b>	<b>Beta</b>		
1 (Constant)	2.962		0.168	0.867
Management competency	0.873	0.071	1.849	0.056
Organization structure	0.581	0.008	1.210	0.004
Leadership	0.713	0.213	4.141	0.000
Communication	0.289	0.233	5.222	0.001

a. Dependent Variable: performance of state parastatals in the energy sector in Kenya

The researcher conducted a multiple regression analysis so as to determine the relationship between y and the four variables. As per the SPSS generated table 4.8, the equation

( $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$ ) becomes:

$$Y = 2.962 + 0.873X_1 + 0.581X_2 + 0.713X_3 + 0.289X_4 + \epsilon$$

Where Y is the dependent variable (performance of state parastatals in the energy sector in Kenya),  $X_1$  is the management competency variable,  $X_2$  is organization structure variable,  $X_3$  is leadership variable and  $X_4$  is the communication.

According to the regression equation established, taking all factors into account (management competency, organization structure, leadership and communication) constant at zero, performance of state corporations will be 2.962. The data findings analyzed also show that taking all other independent variables at zero, a unit increase in management competency will lead to a 0.873 increase in performance of state parastatals in the energy sector in Kenya; a unit increase in



organization structure will lead to a 0.581 increase in performance of state parastatals in the energy sector in Kenya, a unit increase in leadership will lead to a 0.713 increase in performance of state parastatals in the energy sector in Kenya and a unit increase in Communication will lead to a 0.289 increase in performance of state parastatals in the energy sector in Kenya. This infers that management competency contribute more to the performance of state parastatals in the energy sector in Kenya followed by leadership, Organization structure and communication respectively.

### Correlation Analysis

**Table 4. 4: Correlation Analysis**

	Management competency	Organization structure	Leadership	Communication	performance of state parastatals in the energy sector in Kenya
Management competency	1				
Organization structure	0.958	1			
Leadership	0.584	0.853	1		
Communication	0.863	0.455	0.418	1	
performance of state parastatals in the energy sector in Kenya	0.967	0.927	0.965	0.871	1

\*. Correlation is significant at the 0.05 level (1-tailed).

The correlation matrix indicates that Management competency was highly correlated with Organization structure (.958) and weakly with Communication (.455). Leadership was also highly correlated to Organization structure (.863) and Management competency (0.85). The correlation was weak between Communication and Organization structure though positive. The performance of state parastatals in the energy sector in Kenya was highly correlated to Organization structure (.927) and Management competency (.967). The correlation matrix reaffirms the findings in the descriptive analysis that Organization structure and Communication are critical in performance of state parastatals in the energy sector in Kenya.

### Summary of the Findings

The study findings showed that a great effect of all the four variables notably; management competency, organization structure, leadership and communication on performance of state parastatals in the energy sector in Kenya during strategy implementation. The study found out that there was 94.9% corresponding change in performance of state parastatals in the energy sector in Kenya during strategy implementation for every change in all the four predictor variables jointly. Test of overall significance of all the four variables jointly, management competency, organization structure, leadership and communication using ANOVA at 0.05 level of significant found the model to be significant. The study finally found out that the key factors that determined the state of performance of state parastatals in the energy sector in Kenya during strategy implementation included; profitability in the recent past, Quality products and services to its customers, Overall business performance and success, Energy saving and efficiency and Resource utilization.

## Conclusion

The study drew conclusion that strategy implementation had a great contribution towards realization of increased performance of state parastatals in the energy sector in Kenya. The study findings established that there is a significant positive relationship between, management competency, organization structure, leadership and communication and performance of state parastatals in the energy sector in Kenya. The findings also indicated that management competency contribute more to the performance of state parastatals in the energy sector in Kenya followed by leadership, Organization structure and communication respectively.

## Recommendations

To improve on strategy implementation and performance of state parastatals in the energy sector, the study recommends that the state parastatals management should invest in research and development and develop new strategies that are competitive in the target market. The parastatals should also make an effort to improve further on this variable in order to raise the level of performance of state parastatals in the energy sector. In addition, state parastatals in the energy sector which are implementing their strategies should develop effective strategic communication in order to attain their objectives.

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