Effect of Communication on Strategy Implementation in the Administration Police Service in Lamu County, Kenya

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Abstract

An effective strategy implementation process entails clear and accurate communication on the need for the strategic shift and the logical change process and their impact on employees' status quo. The objective of the study was to investigate the effect of communication on strategy implementation in the administration police service in Lamu County. The study adopted a descriptive research design. Descriptive statistics was chosen since it utilizes data collection and analysis techniques that yield reports concerning the measures of central tendency, variation, and correlation. The combination of its characteristic summary and correlation statistics, along with its focus on specific types of research questions, methods, and outcomes necessitated the choice of this design. The target population comprised 450 APs in Lamu County both among the senior leadership and among junior officers. Yamane formula was used to calculate the sampling size of 212. Primary data was collected using structured questionnaires that had both close ended and open-ended questionnaires. Quantitative data were analyzed using SPSS. The study conducted various tests including normality test, multicollinearity, stationary, heteroscedasticity and autocorrelation tests. Test of hypothesis was done at 95% confidence interval. The study found out that there was a positive and significant relationship between communication and Strategy Implementation (r=0.074, p=0.000. The null hypothesis was rejected. Based on the findings, the study concluded that communication has a positive and significant effect on Strategic implementation. The study recommended for a communication plan and public relations strategy

that enhances communication flow in the administration with the public. Effective communication will ensure that they receive information that is relevant to their needs and builds positive attitudes to the Administration police.

Keywords: *Strategic Communication, Strategy Implementation, Administration Police Service & Lamu County.*

1.0 Introduction

1.1 Background of the Study

The evaluation of strategy management is aimed at establishing the relationship between an organization and its environment in order to be successful (Mintzberg, 2015). Progress in technology, communication made it impossible for the organizations to constantly come up with strategies aimed at attaining competitive advantage. Organizations should come up with strategies that are crucial for their existence. Success of these strategies depend on their implementation (Ginsberg, 2013). However in spite of the crucial role played by strategies, the implementation process still remains a milestone to many organizations.

According to Li, *et al*. (2008), organizational communication plays an important role in training, knowledge dissemination and learning during the process of strategy implementation. An effective strategy implementation process entails clear and accurate communication on the need for the strategic shift and the logical change process and their impact on employees' status quo. Communication brings commitment, consensus regarding the strategy and helps build relationships among different units/departments, different strategy levels, different implementation tactics, and the administrative system in place, Senior Commanders must ensure that the objectives are clearer communicated to the junior officers for ownership.

Since strategy formulation and the effective strategy implementation require the coordination of multiple actors and their activities, interpersonal communication among actors is paramount (Heide, *et al*., 2002). According to interactional view, interpersonal communication is based on the axioms that in the event that multiple actors are involved in a process, not communicating is not possible. Moreover, as such everyone in the process tailors the way in which he/she wants to be understood depending on the relationship with the other partner based on his or her power difference. This contributes to how information flows during the implementation process thus effectively influencing the entire process and its results.

The Administration Police Service operation extends to lowest echelons of administration (i.e. sub-location level) thus is aimed at ensuring that security services are accessible to all irrespective of geographical locations (Adminstration Police Service, 2015). Administration Police are charged with the responsibility of assisting the provincial administration and other agencies in execution of their mandate, provide policing and paramilitary services to compliment the Kenya police and to provide alternative capacity for use during situations of state emergencies (Kiraithe, 2011). The Kenya Police role focuses primarily on preventing and detecting crime down to the station level while the Administration Police focuses on community safety and conflict resolution at the local level, particularly in rural areas. Typical of other public sector organizations, the aim of the AP is to maximize output within a given budget (some organizations currently having to try to do both) and, while elements of competition do exist, it is much more common to think of collaborators.

1.2 Statement of the Problem

The administration police in Kenya today face various challenges that center on strategy management of the police service. Kenya's Vision 2030 lays emphasis on security as crucial pillars for economic growth and therefore the police being the main providers play a crucial role in creating the conditions in which development can take place (Safeworld & PeaceNet, 2008; Kivoi & Mbae, 2013). The Kenya 2010 Constitution stipulates various police reforms which if fully implemented will revamp the Police Service and address cases of police welfare, impunity by rogue officers, inefficiency and gross human rights violations (Kivoi & Mbae, 2013). As part of the police reform process, both the Administration Police and Kenya Police were required to produce five-year strategic development plans as a means to help them manage competing demands and identify clear priorities.

The Kenya Administration Police Strategic Plan 2004 – 2009, The Kenyan Administration Police Strategic Plan of 2009 – 2013 and the new Kenyan Administration Police Strategic Plan 2013-2017 all aimed to transform APS into a world class service.

However, there has been little change in the structure, accountability and attitude of the police service to match these plans. Reports commissioned by the Government of Kenya including Kriegler, et al., (2008), National Task Force on Police Reforms, (2009) and Waki, *et al.*,(2008) all indicated that the Police service in Kenya has poorly adapted to changes in the external environment. As a measure of output in the AP strategic plan, it envisioned 46% drop in crime rate but in 2014, crime reported to the police declined by 3.4% while the number of offenders reported reduced by 3.7% (KNBS, 2015).

This study will seek to establish the effect of strategic communication on strategy implementation in the administration police service in Lamu County.

1.3 Objective of the Study

The objective of the study was to investigate the effect of strategic communication on strategy implementation in the administration police service in Lamu County.

1.4 Research Hypothesis

H$_0$: Communication has no significance in strategy implementation in the administration police service in Lamu County.

2.0 Literature Review

2.1 Theoretical Review: Interactional View Theory

Communication is seen as an exchange of people who act with communication, interpret their real situation, and form the situation and the self with interaction. The Interactional View is an interpretive theory developed by Paul Watzlawick (Savaneviciene & Stankeviciute, 2011). According to this theory, interpersonal communication is based on five axioms. First, every behavior is a form of communication and since behavior does not have a counterpart (there is no anti-behavior), it is impossible not to communicate. Secondly, every communication has a content and relationship aspect based on how the speaker wants to be understood and how he himself sees his relation to the receiver of information. Thirdly, the nature of the relationship depends on how both parties punctuate the communication sequence and therefore interpret their own behavior during communicating as merely a reaction on the other's behavior. Fourthly, human beings

communicate both digitally and analogically and lastly communication is simultaneously based on equal power and differences in power.

The fruitful strategy formulation and the effective strategy implementation require the coordination of multiple actors and their activities (Heide, Grønhaug, & Johannessen, 2002). Whereas top management is responsible for the strategic and organizational decisions that affect the organization as a whole and line managers operate as an intermediary between strategic and operational organizational activities (Helfat, Harris, & Wolfson, 2006; McCarthy, et al.,2010). The interaction between these two key actors in order to minimize the gap between strategies is essential to coordinate their actions and cooperate seeking to achieve the main goals of the organization (Savaneviciene & Stankeviciute, 2011).

In this case, it is very important for people charged with policy formulation in the APS to spread the information, to ask for proposals from everybody including senior and junior officers, to discuss the idea, to draw the conclusions based upon the brainstorm and to implement decisions that were agreed.

2.2 Empirical Review

According to Li, *et al*. (2008), organizational communication plays an important role in training, knowledge dissemination and learning during the process of strategy implementation. An effective strategy implementation process entails clear and accurate communication on the need for the strategic shift and the logical change process and their impact on employees' status quo. Communication brings commitment, consensus regarding the strategy and helps build relationships among different units/departments, different strategy levels, different implementation tactics, and the administrative system in place, Senior Commanders must ensure that the objectives are clearer communicated to the junior officers for ownership.

Effective and efficient implementation of strategies requires and calls for unique, creative skills including precision, leadership, and attention to detail, breaking down complexity into digestible tasks and activities and communicating in a clear and concise way throughout the organization and to all its relevant stakeholders (Mohamed & Ngari, 2015). The APS Commanders supervisors despite the red tape involved should ensure every staff member understands the strategic vision, the strategic themes and what their role will be in delivering the strategic vision. In particular, when vertical communication is frequent, strategic consensus (shared understanding about strategic priorities) is enhanced and an organization's performance improves. Further, vertical communication linkages are a means by which strategic consensus and performance can be enhanced.

Since strategy formulation and the effective strategy implementation require the coordination of multiple actors and their activities, interpersonal communication among actors is paramount (Heide*, et al*., 2002). According to interactional view, interpersonal communication is based on the axioms that in the event that multiple actors are involved in a process, not communicating is not possible. Moreover, as such everyone in the process tailors the way in which he/she wants to be understood depending on the relationship with the other partner based on his or her power difference. This contributes to how information flows during the implementation process thus effectively influencing the entire process and its results.

An effective strategy implementation process entails clear and accurate communication on the need for the strategic shift and the logical change process and their impact on employees' status

quo. This coupled with allowing junior APS officers to participate in the planning; designing and implement processes considerably reduce the workforce's tendency to resist. Negotiations, manipulation, support and coercion may also be used to reduce staff fears and resistance. Communication should be a regular rather than a one-off exercise and should be pursued through various channels that management deem fit to access the employees of an organization. Managers must select those to be involved in communication of organizational needs to avoid skeptics or spoilers who would otherwise bend the intended aim as stipulated in the strategic plan. This will involve drawing discussions and debates about the right timing plus the freedom to have open talk on how efficient a plan is being implemented. Borisova and Souleimanova (2013) observed that miscommunication occurs between the point where communication starts and the point where it is received.

Consensus is key in strategy implementation, because strategies can be interpreted in a diverse set of ways (Brinkschröder, *et al.*, 2014). It is the Leaders responsibility to promote and unified direction of the people in the organization. Strategic consensus is connected with implementation success and increased performance. As a mean of enhancing strategic consensus, frequent vertical communication plays a crucial role. However, major challenge in this communication is lack of honest upward conversations from employees about barriers and underlying causes, which is caused by a strict top-down management style (Chain of command).

Since communication plays a vital role in an organization, it is imperative that managers should foster a culture that embrace clear understanding of communications from all corners of the organization (Abok, *et al*., 2013). Thus means the Commanders have to be cognizant of the employee's beliefs, attitudes, behavior, demands and arguments in order for them to communicate effectively the message of strategic plan implementation to the employees (Burnes, 2004). Effective communication by Commanders enables the junior officers and their supervisors to understand the APS strategy, also enable them explore ways through which they can contribute to the attainment of these objective and make the employees aware of the progress of the firm relative to the set objectives. In this way, there will be attainment organizational trust and confidence (Aggrawal, 2014).

Communication is the key to gaining people's involvement and significantly reducing their level of uncertainty in the activities of an organization (Burnes, 2004). It is the lifeblood of an organization and without effective communication; the pattern of relationships that we call organizations will not serve anyone's needs.
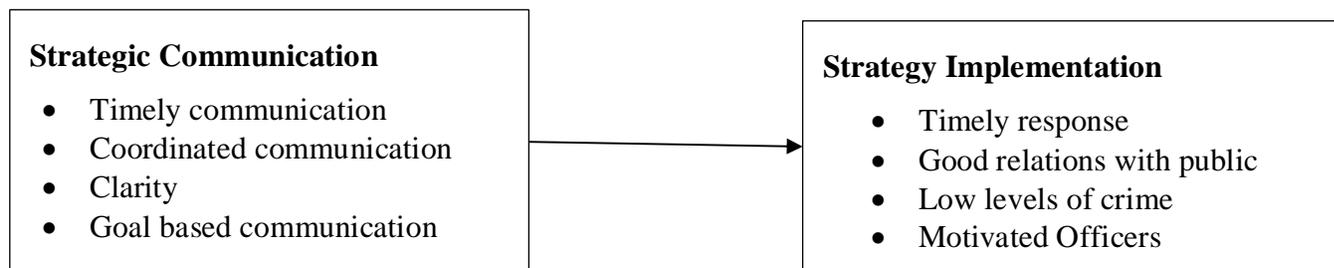
2.3 Conceptual Framework

Strategic Communication
• Timely communication • Coordinated communication • Clarity • Goal based communication

→

Strategy Implementation
• Timely response • Good relations with public • Low levels of crime • Motivated Officers

Figure 1: Conceptual Framework

3.0 Research Methodology

This study adopted positivism research philosophy. Positivism research philosophy reflects the belief that reality is stable. This study adopted a descriptive research design which generally describes the characteristics of a particular situation, event or case. Both quantitative and qualitative research approaches was used. Descriptive research design was used because it focused on complex analysis to bring out the correlation of variables. The target population comprised 450 APs in Lamu County both among the senior leadership and among junior officers (Administration Police Report, 2017). The sample size of junior officers adopted in this study was determined by the Yamane formula to derive a sample size of 212 administration police. Primary data was obtained from the APs using structured questionnaire. A Likert scale of 1 to 5 (1= Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 =Agree, 5 = Strongly Agree) was were presented for answering by respondents.

Cronbach's alpha was used to test the reliability of the measures in the questionnaire (Cronbach, 1995). Data analysis was done using SPSS. The study conducted normal distribution test for the dependent variable for normality distribution. The particular descriptive statistics used included frequencies and percentages while the particular inferential statistics included Pearson correlation analysis and regression. Correlation analysis was used to establish either positive or negative relationships between the variables. The following diagnostic tests were conducted prior data regression analysis. Multicollinearity was tested using variance inflation factor VIF. The test for autocorrelation was performed to establish whether residuals are correlated across time (autocorrelation).

The regression model that was used is;

$Y = \beta_0 + \beta_1 X + \varepsilon$

Where:

Y = Strategy Implementation

X = Strategic Communication

β_1 = Coefficient of the variable

ε = Error term

4.0 Results and findings

4.1 Descriptive Statistics for Communication

The objective of the study was to investigate the effect of communication on the strategy implementation in the Administration police service. To achieve the respondents were requested to indicate their levels of agreement on a five point Likert scale. (1 = strongly disagree, 2 = Disagree 3 = Neutral, 4 = Agree, 5 = strongly agree) was used and the mean response rate from the respondents owners calculated. For the purposes of interpretation 4 & 5 (agree and strongly agree) were grouped together as agree, 1 & 2 (strongly disagree and disagree) were grouped as disagree while 3 was neutral. The results of this study are as depicted in table 1.

Table 1: Descriptive Analysis on Strategic Communication

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
We have a well elaborate communication structure in APS which influences strategy implementation in APS	0.5%	16.1%	10.6%	49.2%	23.6%	3.8	1.0
We always communicate timely on all matters strategy which influences strategy implementation	2.0%	13.1%	19.6%	51.3%	14.1%	3.6	1.0
We have developed good relationship with the public which encourages strategy implementation	0.0%	32.2%	36.2%	22.6%	9.0%	3.1	1.0
Our staff are well trained in communication which enhances strategy implementation in Lamu County	12.1%	14.6%	47.2%	23.6%	2.5%	2.9	1.0
We use simple language in communicating strategy matters which helps in strategy implementation	0.5%	17.6%	25.1%	44.2%	12.6%	3.5	0.9
We have strategy communication champions in the APS which assists in strategy implementation in the APS	34.2%	48.2%	10.1%	6.0%	1.5%	1.9	0.9
Average						**3.0**	**1.0**

Results in Table 1 shows that majority 72.8% (49.2% +23.6) agreed that there was elaborate communication structure in APS that influences strategy implementation. 16.6% of the respondents disagreed while 10.6% were neutral. On whether all matters strategy that influences strategy implementation had timely communication, 15.6% disagreed on this, 19.6% were neutral and a majority of 65.9% agreed, so there was timely communication on matters strategy towards strategy implementation.

The respondents were also asked whether they have an established developed good relationship with the public which encourages strategy implementation 32.2% disagreed, 36.2 were neutral and 31.6% agreed. It can be deduced that there might be a relationship though not so good to boost the confidence of the public towards strategy implementation. In addition, the respondents were asked whether the staff is well trained in communication that enhances strategy implementation in Lamu County, 26.7% disagreed, 47.2% were neutral and 26.1% agreed. The majority were neutral, showing that they were not pleased with the communication.

Further, the respondents were asked whether they use simple language in communicating strategy matters that helps in strategy implementation and 18.1% disagreed, 25.2% were neutral and 56.7% agreed. Therefore, this implies that there was use of simple language in communication. Lastly, the respondents were asked whether they had strategy communication champions in the APS that assists in strategy implementation in the APS, 82.4% disagreed, 10.1% were neutral and a paltry 7.5% agreed. Clearly, there were no strategy communication champions in the APS. On strategy communication, 31.9% disagreed, 24.7% were neutral on the same and a majority 40.4% agreed that indeed there was strategy communication that was geared towards strategy implementation.

Overall, the average mean of the responses was 3.0 which means that majority of the respondents were agreeing to the statements in the questionnaire. The standard deviation was 1.0 meaning that the responses were clustered around the mean response.

4.2 Correlations Analysis

Results in Table 2 indicated that there was a strong positive association between communication and strategic implementation (r=.617). The results showed communication was significant with strategic implementation since the p-value is less than 0.05 (p=0.000).

Table 2: Correlation Matrix

Variable		Strategy Implementation	Communication
Strategy Implementation	Pearson Correlation	1.000	
	Sig. (2-tailed)		
Communication	Pearson Correlation	.617**	1.000
	Sig. (2-tailed)	0.000	
** Correlation is significant at the 0.01 level (2-tailed).			

4.3 Diagnostic Tests

The study conducted various tests and these tests included test for normality, test for multicollinearity, unit root test, heteroscedasticity test and test for autocorrelation

4.3.1 Test for Normality

To test the normality of turnover intention (dependent variable) was done by use of Kolmogov-Smirvov test. The hypothesis was tested at a critical value at 0.05, where the rule is that reject H0 if the probability (P) value is less than 0.05 or else fail to reject. The dependent variable should be normally distributed because the study was analyzed using a multiple regression model where the condition of normality must be satisfied (Quataroli & Julia, 2012).

Table 3: Test for Normality

	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Strategy Implementation	0.106	199	0.00	0.982	199	0.014
Strategic Communication	0.281	199	0.00	0.840	199	0.000

Table 3 indicates that using the of Kolmogov-Smirvov and Shapiro-Wilk test of normality, variables data are normal since the p-values are 0.000 which are below 0.05 for the variables and thus we reject the null hypothesis (H0) and accept the alternative hypothesis (H1). The study concluded that communication and Strategy implementation are normal in distribution and hence subsequent analysis could be carried out.

4.3.2 Test for Linearity

Linearity assumes a straight-line relationship between the predictor variables and the criterion variable. This was assessed by examination of a scatter plot of independent variable against the dependent variable to measure if there is a straight-line relationship. The independent variable depicted a straight-line relationship with the dependent variable as shown in Figure 2.
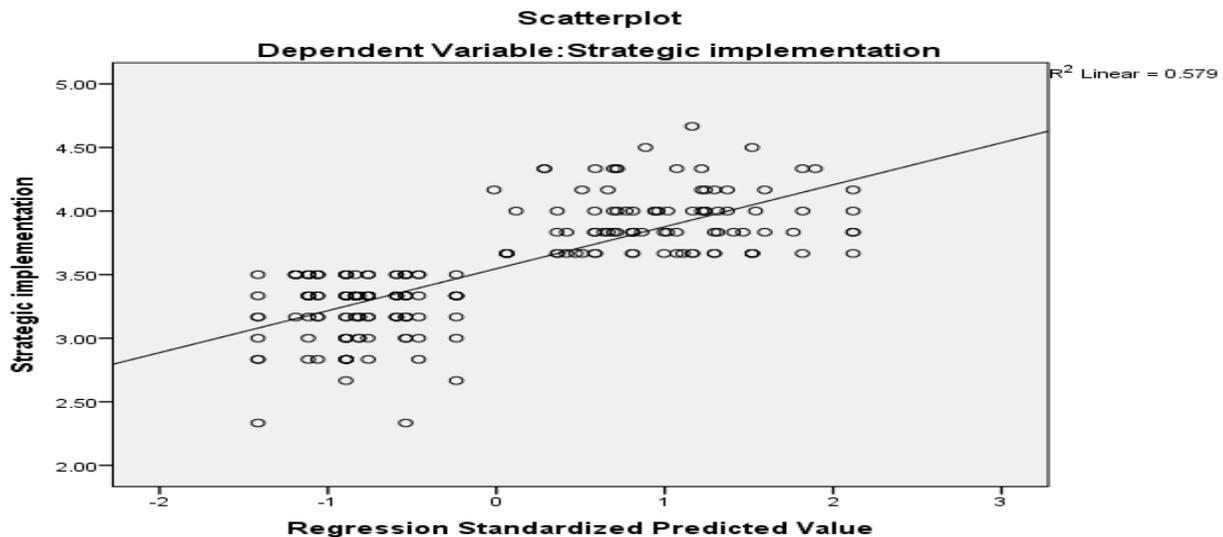

Figure 2: Scatter Diagram for Linearity

4.3.3 Test for Heteroscedasticity

Heteroscedasticity test was run in order to test whether the error terms are correlated across observation in the cross sectional data (Long & Ervin, 2000). The null hypothesis is that the data does not suffer from Heteroscedasticity since the p-value is greater than the 5%. The null hypothesis was not rejected at a critical p value of 0.05 since the reported value was 0.4881>0.05. Thus, the data did not suffer from heteroscedasticity. The results in Table 4 indicate that the null hypothesis of constant variance is not rejected as supported by a p-value of 0.4881.

Table 4: Heteroscedasticity Results

Breusch-Pagan / Cook-Weisberg test for heteroscedasticity		
Ho: Constant variance		
Variable: fitted values of Strategy Implementation		
chi2(1)	=	0.480
Prob > chi2	=	0.4881

4.3.4 Test for Autocorrelation

In Table 5, the dependent variable must be independent and this was tested using Durbin-Watson (d) test which state that d=2 indicates that there is no autocorrelation. The value of (d) always lies between 0 and 4 where 0 indicates autocorrelation while above 1 indicates the residuals are interdependent, the results from the study presented 1.862 which indicates that the residuals are not autocorrelated.

Table 5: Durbin Watson test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.761a	0.579	0.571	0.28408	1.862

4.3.5 Test for Multicollinearity

Multicollinearity is a statistical phenomenon in which two or more predictor variable in a multiple regression model are highly correlated, the undesirable situation where the correlations among the independent variables are strong. A set of variables is perfectly multicollinear if there exists one or more exact linear relationship among some of the variables. Tolerance of the variable and the VIF value was used where values more than 0.2 for Tolerance and values less than 10 for VIF means that there is no multicollinearity.

For multiple regressions to be applicable there should not be collinearity among variables. Statistics used to measure multicollinearity include tolerance and variance inflation factor. From the findings, the all the variables had a tolerance values >0.2 and VIF values <10 as shown in Table 6. Indicating that there is no multicollinearity among the independent variable (communication)

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Table 6: Multicollinearity test using Tolerance and VIF

	Collinearity Statistics	
Variable	Tolerance	VIF
Communication	0.49	2.04

4.4.1 Fitness of Model

A simple regression analysis was conducted between all the independent variable (Communication) and strategic implementation. The results presented in Table 7 present the fitness of model used of the regression model in explaining the study phenomena. Communication was found to be satisfactory in explaining strategic implementation. This is supported by coefficient of determination also known as the R square of 0.571. This means that communication; explain 57.1% of the variations in the dependent variable that is strategy implementation.

Table 7: Model Fitness

	R Square	Adjusted R Square	Std. Error of the Estimate
0.76	0.579	0.571	0.28408

4.4.2 Analysis of Variance

Regression coefficients in Table 8 revealed that there was a positive and significant relationship between communication and Strategy Implementation (r=0.074, p=0.000). This was supported by a calculated t-statistic of 2.553 that is larger than the critical t-statistic of 1.96.

Table 8: Regression of Coefficients

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.302	0.079		29.06	0.000
Strategic Communication	0.074	0.029	0.170	2.553	0.011
a Dependent Variable: Strategy implementation					

$Y = 2.302 + 0.074X$

Where: Y = Strategic Implementation

X = Communication

4.4.3 Hypothesis Testing for Strategic Communication

The study hypothesis tested was:

H_0: **Strategic Communication style has no significant effect on the strategy implementation in the Administration police service**

The hypothesis was tested by using multiple linear regression and determined using p-value. The acceptance/rejection criteria was that, if the p value is less than 0.05, we reject the H_{02} but if it is more than 0.05, the Ho_2 is not rejected. Therefore, the null hypothesis is that communication has no significant effect on strategic implementation in the Administration police service in Lamu County. Results in Table 8 shows that the p-value was 0.011. This was supported by a calculated t-statistic of 2.553 that is larger than the critical t-statistic of 1.96. The null hypothesis was therefore rejected. The study therefore adopted the alternative hypothesis that Communication has a significant effect on the strategy implementation in the Administration police service in Lamu County

5.0 Conclusions

Based on the findings, the study concluded that communication has a positive and significant effect on strategy implementation. Communication is key to strategy implementation process; strategy must be communicated to all stakeholders before implementation. Administration leadership should on regular basis evaluate strategy progress and give feedback on time for corrective action to be made. Further, the study concludes that communication is essential in the strategy implementation as it facilitates performance of activities and tasks. From the findings, the study concludes that communication influences the strategy implementation in the administration police largely. Effective communication process should be an integral part of strategy implementation because it goes a long way to enhancing the realization of institutional goals.

6.0 Recommendations

The management should strive towards training the staff at the APS in order to make them understand the intrigues of strategy and harness towards creation of a good rapport with the public in a bid to make strategy implementation achievable. Additionally, effective communication ensures that they receive information that is relevant to their needs and builds positive attitudes to the Administration police. The APs should therefore plan for communication and public relations strategy that enhances communication flow in the administration with the public.

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