

A COMPARATIVE ANALYSIS OF IMPLEMENTATION OF TACTICAL DECISIONS IN PUBLIC UNIVERSITIES IN KENYA

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Abstract

Today many Public Universities have failed to implement well thought out strategies. A review of the literature indicates that although numerous studies acknowledge that strategies frequently fail not because of inadequate strategy formulation, but because of insufficient implementation of tactical decisions. This study sought to undertake a comparative analysis of implementation of tactical decisions in Public Universities with a focus on Egerton University, Kenya and Jomo Kenyatta University of Agriculture and Technology (JKUAT), Kenya. In view of this, relevant literature has been reviewed guided by the theory of Bounded Rationality. The study employed a descriptive research design. A census was conducted and structured questionnaires administered to all Chairpersons of Departments and Heads of Sections of the two selected Public Universities Data analysis was done in form of both descriptive and inferential statistics using SPSS 21. Correlation analysis was done to determine the relationship between the variables under study. The findings indicated that Internal management environment portrayed very strong correlation with implementation of tactical decision in JKUAT as compared to Egerton. The study concluded that internal management environment plays an important role in the implementation of tactical decisions and recommended that Universities should have relevant internal management environment to enable sound decisions to be made.

Keywords: Environmental Management, Tactical Decision, Tactics, Internal Management Environment

INTRODUCTION

Decision making is central to all the managerial activities, be it planning, organizing, staffing, directing or controlling. Decision making is a process of making choices from alternative courses of action, based upon factual and value premises with the intention of moving towards a desired state of affairs. It is the thought process of selecting a logical choice from the available options. Once a decision is taken, it implies commitment of resources. The decision that a manager has to take may range from setting of goals and targets for the entire business enterprise to specific decisions regarding day to day activities. Some of them may have only short-term implications, while others may have long-term implications on the enterprise (Stokman et al., 2000). The essence of decision making seems to integrate both the beliefs about specific events and peoples subjective reactions to those events.

For instance, decisions are responses to situations and may include three aspects. First there may be more than one possible course of action under consideration. Second, decision makers can form expectations concerning future events that are often described in terms of probabilities or degrees of confidence. Finally, consequences associated with possible outcomes can be assessed in terms of reflecting personal values and current goals (Kay, 2002). From these points of view, managerial decisions can be broadly classified into three categories, namely, strategic, tactical and operational decisions (Stokman et al., 2000).

Strategic decisions are major choices of actions and influence whole or a major part of business enterprise. They contribute directly to the achievement of common goals of the enterprise. They have long-term implications on the business enterprise. They may involve major departures from practices and procedures being followed earlier. Generally, strategic decisions are unstructured and thus, a manager has to apply his business judgement, evaluation and intuition into the definition of the problem. These decisions are based on partial knowledge of the environmental factors which are uncertain and dynamic. Such decisions are taken at the higher level of management (Goldberg, 2009).

Strategic decisions are long term, highly unstructured, complex and inherently risky and have great impact on the future of the organization. Strategic decisions are those important decisions that typically require a large amount of organizational resources and firm's environment consideration. In strategic decisions, top management usually plays a central role in making the decisions. These decisions influence organizational direction, administration and structure (Gamble & Thompson, 2009).

Tactical decision making allows a company to evaluate its infrastructure and how it operates and make adjustments accordingly. To make a tactical decision, a board analyzes information it is presented, and determines an immediate course of action with the intention of

achieving a specific goal that will directly and immediately benefit the most people. Dezsó et al., (2012) suggests that although tactical decisions do involve many people and departments, tactical decisions tend to have a limited impact in the case of their failure because they can be adjusted and changed relatively quickly. Tactical decisions are medium term decisions. Whereas a misguided strategy could take a business in entirely the wrong direction and lead to failure, a misguided tactic would have a more limited impact. Strategies are usually in place for a long period of time; tactics tend to be more changeable. If a tactic fails to achieve outcomes it can be adjusted or changed. Tactical decisions include choosing which employees to consult with the managers of each area, the people carrying out the job; what channels of communication to use in group discussions, one-to-one meetings and how much time to spend on each aspect. (Milkaman et al., 2008).

Operational decisions relate to day-to-day operations of the enterprise. They have a short-term horizon as they are taken repetitively. These decisions are based on facts regarding the events and do not require much of business judgement. Operational decisions are taken at lower levels of management. The information is needed for helping the manager to take rational, well informed decisions, information systems need to focus on the process of managerial decision making. The best formulated strategies may fail to produce superior performance for the firm if they are not successfully implemented, as Noble (1999) notes. Results from several surveys have confirmed this view. An Economist survey found that a discouraging 57 percent of firms have been unsuccessful at executing strategic initiatives over the past three years, according to a survey of 276 senior operating executives in 2004 (Allio, 2005). According to the white paper of Strategy Implementation of Chinese Corporations in 2006, strategy implementation has become “the most significant management challenge” which all kinds of corporations face at the moment. It is thus obvious that strategy implementation is a key challenge for today’s organizations.

The Kenyan Government in its effort to improve service delivery to the public introduced performance based contracts for the top management where they are required to prepare strategies which are cascaded down to the junior staff. The renewal of their contracts is based on the performance management system and as such managers are given tasks with pre-determined successes. Their main role is to strategize how best these targeted results are to be accomplished. The task of formulating strategy entails taking into account all of the relevant aspects of the organization’s internal and external environment and coming up with a detailed action plan for achieving the targeted short-run and long term goals. The developing and developed countries have since the 1980s embraced reforms that focused on the management

of the public sectors which resulted to the public sector being put under pressure to adopt private sector orientations (Economic for Africa Report, 2003).

Higher education in Kenya can be traced back to 1922 when Makerere University in Uganda was founded as a technical college for African students from the East African countries (Mwiria & Ngethe, 2007). The college offered post-school certificate courses in fields such as teacher training and carpentry. After the publication of the Asquith Report in 1949, the Makerere University Act was passed enabling the institution to legally transform itself into the University of East Africa. It then admitted its first undergraduate students for degrees offered by the University of London in 1950. Previously, there were 7 Public Universities in Kenya with an enrolment of 100,649 students (Muchiri, 2010). Presently the number of the Public Universities in Kenya has risen to 23. Apart from the Public Universities in Kenya, there are 29 Private Universities in Kenya. Higher education in Kenya is experiencing changes in the form of expansion of the sector, diversification of provision, more heterogeneous student bodies, new funding arrangements, increasing focus on accountability and performance, global networking, mobility and collaboration.

These changes have challenged institutional management. However, more than ever before, management need to revise and specify institutional mission statements, assess impact of new sources of funding, meet requirements for accountability, consider participation in globalization, international competition and the requirements for national, regional and international integration (Lemaitre, 2009). Numerous tactical decisions must be made in response to the needs of Public Universities. Many of these decisions are concerned with the timely and efficient procurement, allocation and distribution of resources (e.g. funds, supplies,) through a supply chain in order to ensure efficiency and effectiveness in delivery of service.

Statement of the Problem

Tactical decision making is an integral part of the strategic management process which entails implementation of strategic decisions. Public Universities in Kenya are faced with developmental problems in the process of implementing their strategic plans. There is also very high competition in the market to offer programmes that will meet the market needs. As a result of this, Public Universities face the challenge of ensuring that decisions at all levels are implemented in order to achieve the desired results. Universities today are operating under high level of uncertainty and thus implementation of tactical decisions are open to all sorts of external influence, unexpected events, ever growing requirements, changing constraints and fluctuating resource flows (Stokman et al., 2000). This clearly shows that if decisions are applied and steps are not taken in order to manage them effectively and efficiently, the chance of failure is high. It

is thus timely to focus attention on the search for strategies that will improve performance of the Universities.

Top Managers play a critical role in decision making and middle managers expect direction and support from their top management. Middle Managers expect top management direction but frequently feel that they are in a better position to start and evaluate alternative courses of action. In reference to the emerging importance of decision making, the driving force in the search for an analysis of implementation of tactical decisions in public Universities in Kenya is thus paramount owing to the fact that it is vital to identify factors that contribute to the successful implementation of tactical decisions to enable the Universities deliver results as stipulated in their strategic plans. Additionally there is no evidence from studies to establish whether there is strategic fit or alignment between strategic decision making and the implementation of tactical decisions.

Research Objective

To determine the influence of internal management environment in the implementation of tactical decisions in Public Universities in Kenya.

Research Question

How does internal management environment influence implementation of tactical decisions in Public Universities in Kenya?

THEORETICAL REVIEW

This study draws from theory of bounded rationality to conceptualize factors that influence tactical decision making. Decision making is the thorough process of selecting a logical choice from the available options. When trying to make a good decision, a person must weigh the positives and negatives of each option and consider all available alternatives. This is because decision making errors are costly and are growing more costly (Bazerman, 2005). The theory of bounded rationality is the idea that when individuals make decisions, their rationality is limited by the information they have, the cognitive limitations of their minds, and the time available to make the decision. Decision makers in this view act as satisficers who can only seek a satisfactory solution, lacking the ability and resources to arrive at the optimal one (Arthur, 2004).

The Theory of Bounded Rationality

A decision maker is said to exhibit bounded rationality when they consider fewer options than are actually available, or when they choose an option that is not the best overall but is best

within the current circumstances. The “satisficing” process oriented view is based primarily on bounded rationality, admitting that the rational manager does not always have complete information and that optimal choices are not always required. According to Simon as quoted by Chase et al., (1998) human rational behavior is shaped by a scissors whose two blades are the structure of task environments and the computational capabilities of the actor. These scissors cut the problem space into a much smaller area that is feasible to search. Bounded rationality is characterized by the activities of searching and satisficing. Alternatives are searched for and evaluated sequentially. If an alternative satisfies certain implicitly or explicitly stated minimum criteria it is said to “satisfice” and the search is terminated. The process of searching might be made easier by the identification of regularities in the task environment. Although Simon has been highly acclaimed for the theory of bounded rationality, it still describes (albeit constrained) rational behaviour. For this reason, a number of researchers, such as Huber (1981) and Das & Teng (1999), do not distinguish between perfect and bounded rationality in their classification of decision-making models. In rational decision-making models, decision makers analyze a number of possible alternatives from different scenarios before selecting a choice.

EMPIRICAL REVIEW

The decision-making phenomenon has been a frequently studied topic by several areas of human knowledge. According to Hoch, Kunreuther & Gunther (2001), although more than three decades of systematic research on decision science have provided insights on a variety of issues, many areas of the decision making field still need to be uncovered. This section provided an empirical review of studies done on internal management environment and their influence on the implementation of tactical decisions in organizations. Finally the researcher provided empirical review of studies on tactical decisions and their implementation.

Implementation of Tactical Decisions

Tactical decision making is an integral part of strategic decision making process as it involves converting strategic decisions into action. Strategic decisions are those that are important in terms of actions taken, the resources committed or the precedents set (Montibeller & Belton, 2006). They are infrequent decisions made by the top leaders of an organization that critically affect organizational health and survival (Philips, 2007).

Furthermore, the process of creating, evaluating and implementing strategic decisions is typically characterized by the consideration of high levels of uncertainty, potential synergies between different options, long term consequences and the need of key stakeholders to engage in significant psychological and social negotiation about the strategic decision under

consideration. For effective decision making, a person must be able to forecast the outcome of each option as well and based on all these items determine which option is the best for that particular situation. Strategic decision-making is the process of developing and putting into action choices that will influence the long-term welfare of the organization.

These choices often involve major organizational changes and large resource commitments that are difficult to reverse once they are implemented. Strategic decision-making reflects decision makers' experience, the positions they occupy and their organizational environment. Work on improving strategic decision-making has focused on the content of decision outcomes and the process that produces these outcomes. Strategic decision-making takes place within a context defined by the organization's strategy and varies according to the extent to which this strategy is a deliberate, as opposed to an emergent, process (Forbes, 2007).

Tactical decision making focuses on the big picture and the here and now. When making tactical decisions, the organization as a whole is involved. Tactical decision making allows an organization to evaluate its infrastructure and how it operates and make adjustments accordingly. To make a tactical decision, a board analyzes information it is presented, and determines an immediate course of action with the intention of achieving a specific goal that will directly and immediately benefit the most people. Many organizations know their business and the strategies required for success.

However many corporations including public corporations struggle to translate strategic decisions into action plans that will enable these decisions to be successfully implemented and sustained. According to (Chapman, 2004) most companies have strategies but far fewer achieve them. Organizations fail to do so not because of bad strategic decision making process but because of bad execution, therefore effective decision making is important in achieving successful decision making.

Gamble & Thompson (2009) found that a company's strategy consists of competitive moves and approaches management has developed to attract and please customers, conduct operations, grow the business and achieve performance objectives. Strategic decisions are ill structured, non-routine and important to the firm in which top management usually plays a central role. Strategic decision making is incremental and interdependent, shaped by a variety of contextual influences arising from past events, present circumstances and perspectives of the future. One of the central features of strategic decisions is their lack of structure mainly due to the complexity of the strategic problems (Nooraie, 2008).

Tactical decisions relate to the implementation of strategic decisions. They are directed towards developing divisional plans, structuring workflow, establishing distribution channels,

acquisition of resources such as men, materials and money. These decisions are at the middle level management. Tactical decision making is a business strategy where decisions are made with the end result of ensuring a company is as successful as possible. This means the company makes decisions that will contribute to the longevity, profitability, and continued improvement of all areas of operation. Tactical decision making focuses on the big picture and the here and now. When making tactical decisions, the company as a whole is involved (Nooraie, 2012).

Tactical decision making takes a company's strategic decisions and sets forth specific short-term actions and plans, usually by company department or function. The tactical decisions horizon is shorter than the strategic decision horizon. If the strategic decision is for five years, tactical decisions might be for a period of one to three years, or even less, depending on what kind of market the business serves and the pace of change. These decisions represent the management's commitment to pursue particular actions in growing the business, attracting and pleasing customers, competing successfully, conducting operations and improving company's financial and market performance (Thompson, Strickland, Gamble, & Gao, 2008).

According to (Montibeller & Belton, 2006) implementation of tactical decisions is an important component of an organization and is defined as the process that turns strategic decisions to accomplish organizational objectives and its success is vital for any organization. Tactical decision making addresses the here and now activities of an organization that are key to achieving competitive advantage for an organization. The major source of decision complexity is the inter-relationship among choices. The challenge for managers is thus to devote a substantial amount of time working to achieve a holistic and satisfactory focus on their implementation process.

Skyrius (2001) underlines the tactical decision maker's attitudes towards different factors influencing the quality of business decisions; these factors include information sources, analytical tools, and the role of information technologies. Handzic (2001) also pays attention to the impact of information availability on manager's ability to process and use information in short and long term planning and in tactical decision making tasks. He revealed that the better the availability of information, the better the impact on both efficiency and accuracy of implementation of tactical decisions. Tactical level decisions are those that come up in response or reaction to some issue within an existing organization. Both strategic and tactical decisions are important for the achievement of strategic objectives of any organization. Tactical decisions get less scrutiny compared to strategic decisions.

The formulation of strategic decisions has been widely regarded as the most important component in strategic management, more important than the implementation of tactical

decision making. However, research indicates that the ability to implement tactical decisions is viewed as considerably more important than the formulation of strategic decisions and that the implementation of tactical decisions and not the formulation of strategic decisions is the key to superior performance and achieving of competitive advantage for organizations (Johnson, 2014).

According to (Lamb, 2006), effective implementation of tactical decisions is more important than the content of strategic decisions. They established that firms that focus their attention on having their tactical decisions effectively implemented realize a higher percentage of improved quality in their products and services and their shareholder value. However a similar improvement in the suitability of the strategic decisions had no effect on organizational performance.

The challenges arise particularly when decision makers are engaged with complex issues involving multiple stakeholders, unanticipated events, ad hoc structures or groups, and uncertain or unstable environments (Saveri & Rheingold, 2005). In situations involving complex issues that require rapid decision making, achieving the right mix of control and creative freedom is critical for sustainable success. These types of decisions often present high stakes and involve ad hoc groups made up of individuals who may not know each other, but who find themselves with the shared need for quick decisions and mobilization of resources. These groups are characterized by distributed information, resources, and participants and emerge in an unplanned or perhaps even unanticipated manner. Too much control paralyzes action; too much freedom diffuses effort and effectiveness. Understanding how to exercise just the right level of control and optimize creative freedom under these conditions is a core function that will distinguish successful and sustainable organizations in the next several decades (Saveri & Rheingold, 2005).

A tactical or managerial control decision will affect how the organization works for a limited period. These decisions take place within the context of the previous strategic decisions. Middle management is normally involved in tactical decisions (Mallach, 1994). Tactical decisions concern activities that have a longer time-span than operational activities. They are primarily concerned with the most appropriate effective use of the resources already available in the company (Finlay, 2000).

One of the ways in which the management team should ensure that they successfully execute tactical decisions is through having the required skills. A Skill is a person's ability to implement specific procedures to move others to perform the task that needs to be accomplished effectively and efficiently. Acquisition of skills leads to development of goals that guide everyone in the organization to improve performance and achieve the set goals. A well

skilled manager also establishes the context through which stakeholders such as employees can perform at peak efficiency. Implementation of tactical decisions is about how skilled the manager is, how efficient the systems to facilitate his operations in the firm are and how enabling the environment in which he works is in order to create competitive advantage (Lamb, 2006).

Given that UNESCO (2005) noted that emphasis on access to education is one of the problems which over half of Public and Private Universities experience and had led to inadequate attention being paid to quality it is thus necessary that more attention should be given to the implementation of tactical decisions in order to achieve quality education.

A major report (Republic of Kenya, 1999) emphasized that the Ministry of Education needed to give more priority to research in the advancement of education for it was evident that this area had not been richly developed in Kenya by ensuring decisions are implemented.

Internal Management Environment

Management environment refers to activities related to an organization's administration and management which encompasses organizational values. Organizational values entail knowledge of strategic objectives and which policy values guide the decision or choice of action. Middle management involvement in decision making needs to undertake activities designed to clarify organizational goals and objectives or policy guidelines and can be classified into four types namely championing alternatives, synthesizing information, facilitating adaptability and implementing deliberate decisions. The first two represent upward forms of involvement while the last two are downward forms. Strategic decisions are formulated by senior level managers of the firm and then administratively imposed on lower level management and non-management employees with little consideration of the resulting functional level perceptions (Montibeller & Franco, 2010). If lower level management and non-management personnel are not aware of the same information, or if information must pass through several management layers in the organization consensus regarding the information may never come about. Thus, the lack of shared knowledge with lower level management and non-management employees creates a barrier to successful decision making (Noble, 1999).

The effectiveness of a manager in using available information (expertise) has a psychological basis deriving from memory, perception and problem solving skills and exists only in the social context in which the manager functions. The level of acquired expertise relates to learning and assimilation of knowledge in the cognitive processes, judgmental behavior, social behavior backed by social knowledge, creative behavior, analytical behavior and ability to establish and pursue firm practices when necessary (Greenwell, 1988). Middle level managers

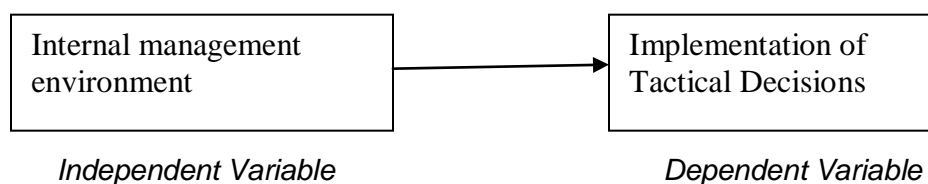
who are tasked with undertaking tactical decisions should operate in a conducive environment which will enable them to carry out the managerial functions which include planning, organizing, directing, coordinating and controlling in order to make decisions.

The reality of an uncertain environment is that you cannot use standard management practices. The uncertainty will overwhelm and undermine them and the gap between the results you expected and the ones you actually get will create problems, mostly because your expectations are too high. The solution is to lower expectations, especially about how much progress your team will make and how well things will be managed. The point isn't to throw in the management towel because of the uncertainty, it is to think realistically so you can manage based on reality not hope and desire. If you manage based on hope or desire, you will eventually be forced to throw in the towel because that method won't work. Management environment therefore entails lowering expectations in order to redouble the focus on making progress however messy and incomplete on a smaller number of key issues. Progress not perfection is the goal and the manager's focus on progress should not waver even as they lower the expectations for what that progress will be in making tactical decisions (Haviland, 2014). Decision making and problem solving are basic ingredients of leadership. More than anything else, the ability to make sound, timely decisions separates a leader from a non-leader. It is the responsibility of leaders to make high quality decisions that are accepted and executed in a timely fashion.

Conceptual Framework

A conceptual framework can be defined as a set of broad ideas and principles taken from relevant fields enquiring how to structure a subsequent presentation (Reichel & Ramey, 2007). As a research tool, it is intended to assist the researcher develop awareness and understanding of the situation under scrutiny and communicate it. The framework at figure 1 shows the relationship between the dependent and independent variables of the study.

Figure 1: Conceptual Framework



METHODOLOGY

Research Design

The study employed a descriptive research design (Shaughnessy & Zechmeister, 2006). Orodho (2002) states that descriptive research design is important in carrying out both explanatory and preliminary studies as it permits researchers in collecting information, summarizing and interpreting with the view of clarifying the information. The target population of this study was the Chairpersons of Departments and Heads of Sections in Public Universities namely Jomo Kenyatta University of Agriculture and Technology and Egerton University since they undertake tactical decision making on a daily basis aimed at achieving the strategic decisions of their institutions. A census was carried out as the population was not big since it is the procedure of systematically acquiring and recording information about the members of a given population.

Research Instrument

The researcher used primary data during the research. The primary data was collected by use of questionnaires as the data collection instrument which was pre-designed and pre-tested in relation to the objectives of the study and was administered to the respondents. The questionnaires consisted of structured (closed ended) questions. They were easy to analyze since they were in an immediate usable form and also easy to administer because each item was followed by alternative answers (Mugenda and Mugenda, 2003). The validity and reliability of the research instrument was determined before its administration by use of a pilot study which also assessed the feasibility of the study. The instrument recorded cronbach alpha of 0.711 for internal management environment and 0.814 for tactical decisions. The researcher sought the opinion of experts to enhance the validity of the questionnaire.

Reliability of the Research Instrument

Reliability is the degree to which an assessment tool produces stable and consistent results (Tavakol & Dennick, 2011). Reliability test was conducted by use of Cronbach alpha (α) whereby the reliability threshold was $\alpha \geq 0.7$. The construct captured in the questionnaire that was administered in the final study returned alpha of 0.711 which is greater than 0.7.

Validity of the Research Instrument

In general, validity is an indication of how sound the research is. More specifically, validity applies to both the design and the methods of the research. Validity in data collection means that the findings truly represent the phenomenon the researcher claims to measure. Validity

refers to how well a test measures what it is purported to measure (Cozby, 2001). Content validity which cannot be statistically tested was determined by seeking expert opinion from the assigned University Supervisors.

Data Processing and Analysis

The collected questionnaires were checked to ensure that they are adequately and appropriately filled. The foregoing minimized chances of non-responses and extreme outliers. The raw data was then coded and analyzed with the aid of the Statistical Package for Social Sciences (SPSS) software. The data was presented in form of tables. Both descriptive and inferential statistics were established to assist the researcher draw conclusions. Correlation analysis was done to determine the relationship between the variables under study.

EMPIRICAL FINDINGS

Response rate

A total of 73 questionnaires were distributed among the respondents and of those, 64 were filled and returned. This represented a response rate of 87.7% which was characterized as being very good.

Descriptive Statistics

The researcher sought to establish the means and standard deviations of the responses to give the descriptive statistics of the variable. The results were presented with respect of the study variable and are discussed as follows:

Internal Management Environment

As regards how internal management environment influences the operations of the two institutions, the findings are as presented in Table 1. From the table, respondents from both institutions portrayed some slight differences in their responses. Whereas JKUAT respondents disagreed that decisions were administratively imposed on lower level management and non management employees, respondents from Egerton were indifferent about it. On the other hand, JKUAT respondents were indifferent of the assertion that Institutions management focuses on progress in achieving the goals and not perfection while those from Egerton agreed with the assertion. However, respondents in Egerton University were indifferent on whether institution leadership makes high quality decisions that are accepted and executed in a timely manner whereas those from JKUAT agreed with the assertion. Asked whether internal environment was conducive for managerial functions to be performed efficiently, respondents

from JKUAT were not sure while those from Egerton agreed that the environment was conducive. Respondents from both institutions agreed that strategic decisions are formulated by senior level managers of the institution having a mean of approximately 4 (agree). This assertion had the smallest standard deviation in both cases indicating greater agreement in the responses as regards to this aspect. Greater standard deviations of more than 1 were observed in responses from both institutions concerning some of the aspects showing diverse opinions as far as those issues were concerned.

Table 1: Internal Management Environment

	JKUAT			Egerton		
	N	Mean	Std. Dev	N	Mean	Std Dev
Strategic decisions are formulated by senior level managers of the firm	30	4.33	.606	34	4.68	.475
Decisions are administratively imposed on lower level management and non management employees	30	2.37	.964	34	3.50	1.022
Information passes through several management layers thus there is no consensus regarding information	30	3.73	.944	34	3.62	1.231
Institutions management focuses on progress in achieving the goals and not perfection	30	3.17	1.085	34	3.74	.994
Institution leadership makes high quality decisions that are accepted and executed in a timely manner	30	3.67	.758	34	3.41	.957
Internal environment is conducive for managerial functions to be performed efficiently	30	3.40	1.221	34	3.65	.981
Lack of knowledge sharing has prevented successful decision making	30	3.27	1.081	34	3.35	.950
Valid N (list wise)	30			34		

Implementation of Tactical Decisions

The researcher went further ahead and sought to establish the status of tactical decisions implementation in both the institutions and how this has influenced operations of the institutions. The findings for the analysis are as presented in Table 2. Respondents from JKUAT were not sure that through tactical decisions resources have been committed to the right functions whereas those from Egerton agreed with the statement. Respondents from JKUAT disagreed with the assertion that to implement tactical decisions the institution has reevaluated its infrastructure and made adjustments accordingly while those from Egerton were not sure about

it. Responses from both institutions indicated high levels of agreement with almost all of them registering standard deviations less than 1.

Table 2: Tactical Decisions Implementation

	JKUAT			Egerton		
	N	Mean	Std. Dev	N	Mean	Std. Dev
Through tactical decisions resources have been committed to the right functions	30	3.20	.961	34	3.65	1.041
Tactical decisions are based on the institution strategy	30	3.67	.884	34	4.06	.736
To implement tactical decisions the institution has re-evaluated its infrastructure and made adjustments accordingly	30	1.53	.507	34	2.53	.563
There has been little success in implementing tactical decisions	30	3.07	.944	34	2.82	.904
Through implementation of tactical decisions, the institution has been able to attract and please customers	30	3.43	.858	34	3.56	.927
Tactical decision implementation has enabled the institution to grow and achieve performance objectives	30	4.17	.592	34	3.82	.936
Success in implementation of tactical decision is as a result of involvement of the institution as a whole in the formulation stage	30	3.83	.986	34	3.91	.965
Valid N (list wise)	30			34		

Inferential Statistics

The researcher in this case analyzed the data collected with the view of establishing the underlying relationship between tactical decision implementation and internal management environment. The analysis enabled the researcher to draw pertinent inferences or conclusions regarding internal management environment influence on the implementation of tactical decisions within Jomo Kenyatta University of Agriculture and Technology and Egerton University. All the responses were on a likert scale and thus could viably be consolidated into a composite score of their means in order to infer in their relationships. The analysis was carried out by the use of Pearson Correlation Coefficient. The findings of the analysis were as presented in Table 3.

Internal management environment indicated very strong positive relationship ($r=.831$, $p<0.01$) with tactical decision implementation. Thus it was observed that in JKUAT, tactical decision implementation is greatly dependent on internal management environment and it plays a greater role.

Internal management environment had an average positive significant relationship ($r=.549$, $p<0.01$) with tactical decisions implementation. It was concluded that internal management environment contributed greatly to the tactical decisions implementation in JKUAT as compared to Egerton University.

Table 3: Correlation Analysis

		Internal Management	
JKUAT	Tactical Decision Implementation	Pearson Correlation	.831**
		Sig. (2-tailed)	.000
		N	30
Egerton	Tactical Decision Implementation	Pearson Correlation	.549**
		Sig. (2-tailed)	.001
		N	34

SUMMARY AND DISCUSSION

Descriptive statistics showed that JKUAT respondents disagreed with the assertion that decision were administratively imposed on lower level management and non management employees while respondents from Egerton were indifferent as regards to this issue. This was contrary to an assertion from previous scholars who said that strategic decisions are formulated by senior level managers of the firm and then administratively imposed on lower level management and non-management employees with little consideration of the resulting functional level perceptions (Montibeller & Franco, 2010). In Egerton, respondents agreed that institution management focuses on progress in achieving the goals and not perfection while JKUAT respondents were indifferent about it. Haviland (2014), asserted that progress not perfection is the goal and the manager's focus on progress should not waver even as they lower the expectations for what that progress will be in making tactical decisions. The assertion that institution leadership makes high quality decisions that are accepted and executed in a timely manner was accepted by JKUAT respondents while those from Egerton were not sure about it. Asked whether internal environment was conducive for managerial functions to be performed efficiently, respondents from JKUAT were not sure while those from Egerton agreed that the environment was conducive. Respondents from both institutions agreed that strategic decisions are formulated by senior level managers of the institution having a mean of approximately 4 (agree). Inferential statistics indicated that there was a very strong positive significant relationship between internal management environment and tactical decision implementation at 1% level of significance in JKUAT. An average positive significant relationship between internal

management and tactical decision implementation was observed at Egerton University at 1% level of significance.

CONCLUSIONS

The researcher concluded that internal management environment plays an important role in the implementation of tactical decisions. This was based on the fact that results from JKUAT indicated a very strong positive correlation between the two even though results from Egerton did not show such a strong correlation but just an average positive significant relationship. Internal management environment plays a major role in facilitating decision making by the institution.

RECOMMENDATIONS

After drawing the aforementioned conclusions, the researcher deemed it rational to put across a number of recommendations. Since tactical decisions cannot result in a vacuum, relevant internal management environment is necessary to enable sound decisions to be made. The researcher therefore recommended that the institutions should ensure conducive internal management environment for the implementation of tactical decisions in the Universities. In addition to the aforementioned recommendations, the researcher deemed it appropriate to suggest further areas of studies. The researcher recommended that research should be done to see the strength of internal management environment in the implementation of tactical decisions. This is due to the fact that this was not clearly defined as both institutions indicated different degrees of relationships. The researcher recommended that further investigation be done on why Egerton University is not influenced by internal management environment while Jomo Kenyatta University of Agriculture & Technology is influenced by internal management environment. Finally the researcher suggested that this study should be replicated in all other Universities to validate these results. This will further enable generalization of the study findings in the whole country's context.

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