



**FACTORS AFFECTING IMPLEMENTATION OF STRATEGIC PLANS IN PUBLIC  
SECTOR: A CASE STUDY OF MINISTRY OF LANDS AND PHYSICAL  
PLANNING IN KENYA.**

**BY**

**NGAIRAH LAURINE MASAVA**

**UNITED STATES INTERNATIONAL UNIVERSITY-AFRICA.**

**SPRING 2018**

**FACTORS AFFECTING IMPLEMENTATION OF STRATEGIC PLANS IN PUBLIC  
SECTOR: A CASE STUDY OF MINISTRY OF LANDS AND PHYSICAL  
PLANNING IN KENYA**

**BY**

**NGAIRAH LAURINE MASAVA**

**A Research Project Report Submitted to the Chandaria School of Business in partial  
fulfillment of the Degree of Master of Business Administration (MBA)**

**UNITED STATES INTERNATIONAL UNIVERSITY-AFRICA.**

**SPRING 2018**

## **STUDENT'S DECLARATION**

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than the United States International University-Africa for academic credit.

Signed: \_\_\_\_\_ Date: \_\_\_\_\_

Ngairah Laurine Masava.

This project has been presented for examination with my approval as the appointed supervisor.

Signed: \_\_\_\_\_ Date: \_\_\_\_\_

Dr Fred Newa.

Signed: \_\_\_\_\_ Date: \_\_\_\_\_

Dean, Chandaria School of Business

## **COPYRIGHT**

© Ngairah Laurine Masava (2018)

All Rights Reserved

## **ABSTRACT**

Strategic planning may sound similar to the business planning process, but differs in a few key ways. The critical distinction is that strategic planning is more of a planning technique intended to get the organization thinking strategically with a long-term perspective, while business planning builds from the strategic planning process and provides clarification of short-term actions necessary to achieve the desired future. The business environment is dynamic, complex and continually changing. In order to gain, retain or regain sustainable competitive advantage, many firms have considered a range of efficiency or improvement related initiatives. The overall objective of this study was to analyze the factors influencing the implementation of strategic plans in the Public Sector: A Case of Ministry of Lands and physical planning In Kenya. The study delved the organization structure, organization culture, and leaderships as the key determinants of implementation.

The study reviewed the literature on the factors influencing the implementation of strategic plans in organizations. The first research question looked at the how the company's organizational structure affects strategic plans implementation. The second research question looked at how the company's organizational culture affects strategic plans implementation. The third addressed how leadership has affected strategic plans implementation in organizations.

The respondents of the study were senior manager, top managers, heads of departments and heads of sections. This research study adopted a descriptive survey approach on a targets population of 365 management staff in the ministry of lands headquarters in Nairobi. The sample size consisted of 110 management staff in the ministry. Primary data was gathered directly from respondents and for this study; a semi-structured questionnaire was utilized. Secondary data was also collected for this study. This data was useful for generating additional information for the study from already documented data or available reports especially from the organization's websites. Quantitative data collected using questionnaires was analyzed by the use of descriptive statistics using SPSS (Statistical Package for Social

Sciences) and presented through percentages, means and frequencies. The information also was presented by use of frequency tables and charts.

It was established that a unit increase in alignment of organizational structure with strategic plan implementation, while holding other factors (organizational culture and leadership) constant, will lead to an increase in efficient strategic plan implementation by 0.782 ( $p = 0.003$ ). Further, unit increase in change of Organizational culture, while holding other factors (organizational structure and leadership) constant, will lead to an increase in efficient strategic plan implementation by 0.463 ( $p = 0.001$ ). A unit increase in leadership, while holding other factors (organizational structure and organizational culture) constant, will lead to an increase in efficient strategic plan implementation by 0.473 ( $p = 0.005$ ).

The study concludes that leaderships effects strategic plan implementation in Ministry of lands and physical planning in Kenya. The study also concludes that organizational culture has an effect on strategic plan implementation in the Ministry of lands and physical planning in Kenya. The study also concludes that organizational structure influences strategic plan implementation at Ministry of lands and physical planning in Kenya

The study recommends that the ministry administration should enhance relationships between top management and middle management in the context of strategic plans implementation so as to improve top management commitment on successful strategy implementation. The study also recommends that decision making for the Ministry of lands and physical planning in Kenya be based on a perception of itself and the environment so as to detect problems, gather information, and evaluating possible outcomes. The study recommends review of the strategic plans implementation by Ministry of lands and physical planning in Kenya through making a positive contribution commitment, creating awareness or understanding of the strategy, aligning organizational systems and resources and better coordination and sharing of responsibilities

## **ACKNOWLEDGEMENT**

Firstly I would like to thank my God Almighty for bringing me this far, were it not for Him I would not have been here. I also express my sincere gratitude to the Chandaria School of Business, the United States International University-Africa for availing to me an opportunity to pursue my Master of Business Administration Degree. Special thanks in particular goes to my Supervisor Dr Fred Newa, for his patience, efficiency, and timely review and guidance throughout the conceptualization of the research to the final preparation of this project. His positive criticism ensured that I remained within the subject context. I thank my family for always supporting me and encouraging me throughout my course. I also wish to thank my class mates for their valuable company and moral support throughout the course work to the development of this study. To you all, thank you and may God's blessings be upon your lives.

## **DEDICATION**

I dedicate this study to my family



## **TABLE OF CONTENTS**

<b>STUDENT’S DECLARATION .....</b>	<b>ii</b>
<b>COPYRIGHT .....</b>	<b>iii</b>
<b>ABSTRACT.....</b>	<b>iv</b>
<b>ACKNOWLEDGEMENT.....</b>	<b>vi</b>
<b>DEDICATION.....</b>	<b>vii</b>
<b>TABLE OF CONTENTS .....</b>	<b>viii</b>
<b>LIST OF TABLES .....</b>	<b>xi</b>
<b>LIST OF FIGURES .....</b>	<b>xii</b>
<b>CHAPTER ONE .....</b>	<b>1</b>
1.0 INTRODUCTION .....	1
1.1 Background of the Study .....	1
1.2. Statement of the Problem.....	5
1.3 Purpose of the Study .....	7
1.4 Research Questions.....	7
1.5 Significance of the Study .....	7
1.6 Scope of the Study .....	8
1.7 Definition of Terms.....	9
1.8. Chapter summary .....	10

<b>CHAPTER TWO .....</b>	<b>11</b>
<b>2.0 LITERATURE REVIEW .....</b>	<b>11</b>
2.1 Introduction.....	11
2.2 Organizational Structure and Strategic plans implementation.....	11
2.3 Organizational Culture and Strategic plans implementation .....	15
2.4 Leaderships and Strategic Plans Implementation .....	19
2.5 Chapter Summary .....	24
<b>CHAPTER THREE.....</b>	<b>25</b>
<b>3.0 RESEARCH METHODOLOGY .....</b>	<b>25</b>
3.1 Introduction.....	25
3.2 Research design .....	25
3.3 Population and Sampling Design.....	25
3.4 Data Collection .....	28
3.5 Research Procedures .....	28
3.6 Data Analysis Methods .....	29
3.7 Chapter Summary .....	30
<b>CHAPTER FOUR.....</b>	<b>31</b>
<b>4.0 RESULTS AND FINDINGS .....</b>	<b>31</b>
4.1 Introduction.....	31
4.2 General Information.....	32
4.3 Implementation of Strategic Plans .....	36
4.4 Organizational Structure and Strategic plans implementation.....	38

4.5 Organizational Culture and Strategic plans implementation .....	43
4.6 Leaderships and Strategic Plans Implementation .....	47
4.7 Overall Multiple Regression Analysis .....	50
4.8 Chapter Summary .....	52
<b>CHAPTER FIVE .....</b>	<b>53</b>
5.0 DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS .....	53
5.1 Introduction .....	53
5.2 Summary .....	53
5.3 Discussion .....	54
5.4 Conclusion .....	59
5.5 Recommendations .....	60
REFERENCES .....	62
<b>Appendix I: Questionnaire .....</b>	<b>75</b>

## LIST OF TABLES

Table 3.1: Population Distribution.....	26
Table 3.2: Sample Size Distribution .....	28
Table 4.1: Response Rate.....	32
Table 4.2: Extent of Organizational Challenges .....	35
Table 4.3: Effective implementation of strategic plans .....	38
Table 4.4: Organizational Structure.....	40
Table 4.5: Correlation Matrix .....	41
Table 4.6: Model Summary .....	42
Table 4.7: Coefficient of correlation.....	43
Table 4.8: Organization Culture and Strategic plans implementation.....	45
Table 4.9: Model Summary .....	47
Table 4.10: Coefficient of correlation.....	47
Table 4.11: Leadership on Strategic plans implementation.....	49
Table 4.12: Model Summary .....	50
Table 4.13: Coefficient of correlation.....	50
Table 4.14: Coefficient of Correlation.....	51

## LIST OF FIGURES

Figure 4.1: Gender of the Respondents.....	33
Figure 4.2: Age Bracket of the Respondents .....	33
Figure 4.3: Working Experience .....	34
Figure 4.4: Highest level of education .....	34
Figure 4.5: Strategic plans implementation .....	36
Figure 4.6: Time frame (planning horizon) for organization’s strategic plans.....	37
Figure 4.7: Influence of Organizational Structure on Strategic plans implementation .....	41
Figure 4.8: Influence of Organizational Culture on Strategic plans implementation .....	46
Figure 4.9: Cultivation of strong cultural values and strategic plans .....	48
Figure 4.10: Influence of Leadership on Strategic plans implementation .....	50

## **CHAPTER ONE**

### **1.0 INTRODUCTION**

#### **1.1 Background of the Study**

Strategic planning in the public sector is concerned with strengthening the long term health and effectiveness of government units and leading them through positive change to ensure continuity and productive fit with the changing environment. This involves setting in place a value chain that allows the agency's users to be served effectively and efficiently and providing transparent accountability to both public and politicians. It also involves putting in place an effective control and evaluation activity. Staff of a best run public sector organization invariably have a comprehensive understanding of the issues affecting the groups that use their services and a knowledge of where to locate resources that will help them (Haderberg and Rieple, 2008).

Joyce (2007) notes that the public service went through a very difficult time in the 1980s and the 1990s and that it is not clear yet that the danger to them is over. Most of the crises in the public services organizations exist as a result of poor fit between the organization and its environment and this therefore means that the failure of public services to keep up with the external changes opens up a gap between the organization and the public it is meant to be serving. Strategic management in the public services is an unfinished and evolving phenomenon.

Planning in the public domain consists mainly in budgeting plans. The budget embodies a plan articulated in financial terms or allocation of funds for execution of projects and programs of government within a given time frame in order to achieve pre-determined program objective(s). The budget can, and often is, formulated to become a useful tool for planning. It may however serve other purposes such as providing for rigidity, control, limiting spending, or contributing to change as it enables policy/program evaluation. Budget commitment can be made either in terms of cash promising to pay so much in the next year, or in terms of volume of work to be done / activities to be undertaken, or services to be provided. Planning is possible with activity based budgets as it allows agencies to look at the volume of activities that lay ahead and so plan in advance as far as the budget runs.

Strategic planning's back ground especially in the public sector, can be drawn from the late 1950s and early 1960s. The U.S. Department of Defense began to look for better and more useful ways to plan for its long-term needs while at the same time achieving cost savings. The advent of the Planning-Programming-Budgeting-System (PPBS) began what was to blossom into a series of varying strategic planning and budgeting systems. PPBS promised to do several things to improve federal governmental operations. Some of these anticipated improvements included: establishing long-range planning goals and objectives; examining the costs and benefits of these expected ends; comparing and contrasting alternative activities to achieve agency goals and objectives; and, establishing multi-year projections for both executive and legislative consideration when considering annual budgets and appropriations (Young, 2001, p. 35). Many states followed suit using this new strategic planning approach, and as new adaptations came into being management by Objectives, Zero-Based Budgeting, and the Government Performance Act, states also altered and perfected strategic planning methods and techniques. Ultimately, strategic planning became prevalent, though varied, among many states.

In Kenya, the public sector comprises of the central government, the county governments and state corporations. The public sector in Kenya is charged with the responsibility of providing various services to the public. The structure of the public sector varies between different countries but in most countries the public sector provides services such as the military, public transit, care of public roads, public education and healthcare as well as all those working for the government as elected officials (Wambugu et al., 2017). The public sector might provide services that a nonpayer cannot be excluded from for example street lighting services which benefit all of society rather than just the individual who uses the service. Currently the national government plays an implementation role whereas the new order expects the national government to play facilitators' role in most of the sectors for example the ministries (GoK, 2013).

The Ministry of Land, Housing and Urban Development was established in May 2013, through Executive Order No. 2/2013 following the inauguration of the new government that collapsed the hitherto 44 ministries into 18, in accordance with Constitution of Kenya, 2010, The Directorate of Land is charged with the responsibility of ensuring efficient

administration and sustainable management of the land resource in the country. Its mandate is to formulate and implement land policy, undertake physical planning, register land transactions, undertake land surveys and mapping, land adjudication and settlement, land valuation and administration of public and community land (Ministry of land and urban Development Report, 2013). The directorate of Housing is charged with the responsibility of facilitating and coordinating the housing sector in Kenya. Its overall objective is to facilitate Kenyans 5 to access quality housing in sustainable human settlements. This is to be achieved by enhancing access to excellent, adequate, quality and affordable housing by Kenyans within the overall structure of the Government. The directorate of Urban Development comprises Public Works, Nairobi Metropolitan and Urban Development (Gok, 2013).

Public Works is charged with the responsibility of planning, designing, construction and maintenance of Government assets in the field of built environment and infrastructure development. On the other hand Nairobi Metropolitan Development is to formulate, coordinate and administer policy in respect to Nairobi Metropolitan region. The development on integrated Nairobi Metropolitan areas growth and development strategy covers among others; integrated roads, bus and rail infrastructure. Urban Development is responsible for policy formulation, coordination and monitoring of programmes concerning all issues of urban development in the country. To achieve its objective the ministry of lands implements strategies in to facilitate effective governance structures for sustainable urbanization in the country and reform urban planning to drive sustainable urban development in the Country (Gok, 2013).

The Constitution of Kenya 2010 made fundamental changes to the management of the land resource. These changes revolve around the guiding principles for the management of resources in the country. The imperative of this is that, a review of the policy, legal and institutional instruments will be required to ensure compliance and conformity of land management interventions with the Constitution in a manner that supports achievement of Kenya Vision 2030 goals.

In keeping with the decision that Kenya Vision 2030 be implemented through five year Medium Terms the Government successfully launched the Second Medium Term Plan (Second MTP 2013-2017) in October 2013. The Ministry of Devolution and Planning then



embarked on the process of preparing the second round of Kenya Vision 2030 Sector Plans detailing policies, programmes and projects to be implemented in each sector. A total of twenty one Sector Plans have therefore been produced based on the work of nineteen medium term plan sector working groups and three thematic working groups formed to prepare detailed plans as background documents for the Second MTP. The Sector Plans outline in greater detail specific plans for implementation in each sector during the 2013-2017 period. The Plans have been prepared through a participatory and inclusive process involving representatives from the government, development partners, private sector, NGOs, civil society, faith based organizations, professional associations, research institutions, and organizations representing women and youths, among others. Apart from the technical inputs, the Sector Plan priorities have been aligned and taken into account the priorities and inputs from nationwide Second MTP county consultation forums which captured views and priorities of Kenyans at the grass root and local level. Additionally, the Sector Plans have taken on board the key issues and priorities outlined in the Manifesto of the Jubilee Government in line with Second MTP. The Sector Plans implementation matrices outline the broad goals and strategic objectives, the specific objective of each programme and project, the expected output and outcomes, the indicators for monitoring progress, the entity responsible for implementation, the implementation timelines, the source and mode of funding for each planned programme and activity starting financial year 2013/14 to 2017/18 (GOK, 2017)

The Government of Kenya introduced Performance Contracting in the Public Service as one of the tools to improve service delivery. Since its introduction in 2004, the notion of strategy became prominent in the public sector, all focusing geared towards addressing the performance contracts. In the 2003-2007 Public Service Reforms, the Government started implementing the Economic Recovery Strategy (ERS) for Wealth and Employment Creation (Republic of Kenya, 2003). The ERS was based on the pillars of macro-economic stability, economic growth, strengthening the institutions of governance and rehabilitation of physical infrastructure as well as investment in human capital. The ERS also acknowledged the role of the Public Service as the key driver of the desired growth. The government proposed wide ranging Public Service Reforms in the Civil Service, Local Government and Public Enterprises (State Corporations). The reforms the government has initiated include rapid

result initiative, performance contracting, Citizen Service delivery charter, transformational leadership value and ethics and institutional capacity building.

## **1.2. Statement of the Problem**

Strategy implementation incorporates relationship of the organization's benefits and motivation of the staff to achieve goals. The common conditions going up against various associations have changed rapidly. The present overall forceful condition is mind boggling, dynamic, and, all things considered, unordinary. To deal with this unique level of advance, a remarkable degree of thinking has gone into the issue of how procedures are best categorized. Essential organization is tied in with managing that is yet to come, whereby convincing approach enumerating is critical, as it facilitates the thought and exercises of an affiliation. This is so, even in cases where actual implemented strategy can be very different from what was initially intended, planned or thought (Olson, Zanetti, & Cunningham, 2005).

Implementing and executing strategy are thus the core management functions (Afuah 2013). Indeed, competent strategy and good strategy implementation are the most trustworthy signs of quality and good management. To enable a company survive, remain competitive and grow, it should not only craft a good and practical strategy, but proficient implementation forms a core part of the overall business growth and success. Nowadays, strategic planning and strategic implementation are used to enhance a competitive intelligence culture in the internal organization (Viviers, Saayman and Muller, 2015). Strategy implementation is a long drawn out process, and so in order to sustain the interest and enthusiasm of managers and leaders alike it is absolutely essential that strategic plans have short term wins built in them. These milestones not only specify standards of performance but help in keeping managers focused on the results

Mwangi (2014) notes that for a long period of time the ministry of lands and urban development seeks to provide quality services to the public through regaining public confidence and improving its image. To achieve this goal, the ministry recently launched the integrated financial information management information systems (IFIMIS) to increase

efficiency of its operations, maintain a lean and efficient staff through improving cost reduction.

With regards to strategy implementation, several prior researches have been done in this area. One of the recent studies was done by (Mbaka & Mugambi, 2014). The study sought to review the factors that affect strategy implementation in the Water Sector in Kenya. The study adopted a desk study where secondary data was analyzed to explore the factors that affect the strategy implementation. After reviewing the literature and experts opinion, the studied identified various factor which affects strategy implementation. These were strategy formulation process, relationship among different units/departments and different strategy levels, executors, communication, implementing tactics, consensus, commitment, organization structure, employees and inadequate resources among others. Some of the recommendations that have been recommended which if implemented would ensure successful implementation of strategies are involving the employees during the strategy implementation process, engaging employees through frequent updates, providing adequate resources, aligning of organization structure with the new strategy, proper structures, clear and well developed strategies, motivation, support by top level management, technological infrastructure among others. Kamali (2015) focused on the issues influencing implementation of strategic plans at Amatsi Water Services Company in the County Government of Vihiga, Kenya. His findings were that a small proportion of respondents settled to statements on financial resources while a high proportion either disagreed or remained neutral to statements on financial resources. This indicated that the company had problems with its financial resources. Additional scholars including Chemwei, Leboo, & Koech(2014) examined the factors that Hinder the Implementation of Strategic Plans in Secondary Schools in Baringo District, Kenya. The goal of this study was to uncover the issues that impede the implementation of strategic plans in selected secondary schools in Baringo district. The focus of the study was on variables such as human resources, leadership style, organizational structure and culture of schools. The research employed the descriptive research design. The target population of the study was the 21 secondary schools and 329 teachers in the district. From the summary of research findings on the factors constraining the success of school strategies, it was concluded that inadequate human resources to implement the strategy was a major constraint since without the people to work towards an organization's vision and

mission, it is not possible by all means to succeed in strategy implementation even if the organization culture is sufficient

Most of the previous studies were too broad and did not address the problem of this study which was to determine the challenges facing strategy implementation in the ministry of lands, housing and urban development in Kenya. This study therefore sought to discover the factors influencing strategic plan implementation in the ministry of lands, housing and urban development in Kenya.

### **1.3 Purpose of the Study**

The purpose of this study was to analyze the factors influencing the implementation of strategic plans in the Public Sector: A Case of Ministry of Lands and physical planning In Kenya. The dependent variable in this case was implementation of strategic plans and the study sought to establish how this variable is influenced by the independent variable

### **1.4 Research Questions**

- 14.1 What is the influence of organization structure on implementation of strategic plans in the Ministry of Lands and Physical Planning?
- 1.4.2 What is the influence of organization culture on implementation of strategic plans in the Ministry of Lands and Physical Planning?
- 1.4.3 What is the influence of leadership on implementation of strategic plans in the Ministry of Lands and Physical Planning?

### **1.5 Significance of the Study**

This study can be helpful to a number of users namely:

#### **1.5.1 Ministry of Land, Housing and Urban Development**

The findings of this study will be of great importance to the management of the Ministry of Land, Housing and Urban Development as they will be enlightened on the influence of organizational structure, organizational culture and leadership on strategic plan implementation in Ministry of Land, Housing and Urban Development; this will assist them in strategic plan implementation within the organization.

### **1.5.2. Employees**

The study findings will assist employee of the Ministry of Land, Housing and Urban Development to appreciate the influence of organizational structure, organizational culture and leadership on strategic plan implementation in Ministry of Land, Housing and Urban Development, this will assist in reducing resistance to strategic plan implementation within the organization.

### **1.5.3 Government**

The study will be significant to the government as the study will find valuable insight on challenges facing implementation of strategic plan in the ministry and ways of minimizing them for effective strategic plan implementation. The findings of this study will provide valuable insight to all those interested in entering and investing in the public sector. The findings of this study will help the Government in developing policies that will ensure smooth implementation of strategic plan in other ministries.

### **1.5.4 Researcher**

Also findings will form a basis for further reference in the public sector. The researchers may need reference to information on various challenges of strategic plans implementation in order to revise their research on strategic plans implementation practices. In addition they will be able to spot flaws in the logic, errors in assumptions or even management questions that are not adequately addressed by the objectives and designs.

## **1.6 Scope of the Study**

The study focused on the factors influencing implementation of strategic plan in the Ministry of Lands in Kenya. The study delved the organization structure, organization culture, and leadership as the key challenges of implementation. The respondents of the study were senior manager, top managers, heads of departments and heads of sections. The study focused on Ministry of Land, Housing and Urban Development headquarters offices in Nairobi. The study had a narrow scope due the fact it focused on carrying out research at the head office in Nairobi whereas Ministry of Land, Housing and Urban Development had offices all over the country. The study was carried out over a period of six months.

## **1.7 Definition of Terms**

For the purpose of this study the following definitions were used

### **1.7.1 Communication**

Communication is an act of transmitting information. Hierarchical correspondence assumes a vital part in preparing, information spread and picking up amid the procedure of system execution (Beach, 2014)

### **1.7.2 Organizational Culture**

Organizational culture is the behavior and norm of the organization. Organizational culture is the essential suspicion and convictions that are shared by individuals from an association that works unwittingly and characterize, in a fundamental underestimated mold, how an association sees itself and its condition. In other words, culture is about that which is taken for granted but no none the less contributes to how groups of people respond and behave in relation to issue they face (Johnson, Scholes and Whittington, 2014).

### **1.7.3 Strategy**

Strategy can be defined as the balance of activities and decisions between internal capabilities and external environment of an organization. Accordingly, strategy can be seen as a plan, play, pattern, position and perspective (Johnson and Scholes, 2012).

### **1.7.4 Strategic implementation**

Strategic implementation is concerned with carrying out of the chosen strategy for the organization or putting the strategy into practice (Awale, Namusonge & Warren, 2016).

### **1.7.5 Organization structure**

Organizational structure refers to the clustering of tasks and people into smaller groups. The way labor is divided within an organization influences how strategic change will be implemented. Therefore organization structure is of both strategic and operational advantage in change management (Robins and Coulter, 2012).

### **1.7.6 Top management commitment**

Top management refers to senior-level leaders including presidents, owners, and other high-ranking executives (CEO, CFO.) Effectiveness of strategic plans implementation is, at least in part, affected by the quality of people involved in the process (Yukl, 2014).

### **1.7.7 Strategic planning**

Strategic planning is an organizational management activity that is used to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization's direction in response to a changing environment. It is a controlled attempt that produces ultimate decisions and actions that shape and guide what an organization is, who it serves, what it does, and why it does it, with a focus on the future (Abdallah & Langley, 2014).

### **1.8. Chapter summary**

Strategic planning is a management technique intended to identify the strengths and weaknesses of the organization, the challenges and opportunities facing it, and its vision of the future and how it will seek to achieve its vision. This chapter entailed the background, statement of the problem, purposive as well justification of the study mainly to provide insight on challenges facing implementation of strategic plan in the ministry and ways of minimizing them for effective strategic plan implementation. Chapter two gave the literature review of the studies done by different researchers that are related to the topic. The third Chapter discusses the research method used in the study. It explained how the needed information was gathered and from which groups of people. Chapter four gave results and findings to determine the factors influencing the implementation of strategic plans in the Public Sector. Chapter five summarized, discussed, concluded and made recommendations based on the findings from chapter 4 in light of the literature review in chapter 2.

## **CHAPTER TWO**

### **2.0 LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter outlines a review of literature based on the factors influencing implementation of strategic plans in organizations. It is structured according to the research questions (specific objectives) outlined in chapter one to ensure relevance of the research problem. The first research question to be addressed will be how the company's organization structure has affected strategic plans implementation. Secondly, how the company's organization culture has influenced strategic plans implementation and thirdly how leadership has impacted the implementation of strategic plans in Ministry of Lands and Physical Planning.

#### **2.2 Organizational Structure and Strategic plans implementation**

##### **2.2.1 Strategic plans implementation**

Successful plan implementation needs a mixture of a range of aspects and not a linear and prescriptive type of implementation model because the plan execution is too complex to be analyzed by such a model. According to Okumus (2013), some of the most commonly used frameworks such as industry structure analysis, SWOT analysis, and generic strategies for practicing managers and researchers in strategic formulation and analysis in with regard to strategic management. However, there is no dominant or agreed-upon framework in strategic implementation.

The strategic planning process implies that planning should focus on defining, conducting and evaluating applied strategy. Strategic planning is classified into two distinct categories, namely, "process" and "content" research (Elbanna, 2012). While content focuses on strategic position of a firm, process is concerned with the decision making. Strategic decision making process focuses exclusively on the formulation period of a decision (Papadakis, Thanos, and Barwise, 2010). Participation in strategic decision, enhances quality of decision implementation through building commitment and consensus hence leading to better decision outcomes. According to Papadakis (2014) the participation of many players in tactical



decision-making, amplifies the degree of consensus on approach among the managers, creates a common understanding of the joint task, creates an atmosphere of shared collective and makes it easy to achieve a smooth implementation. Involving middle level managers in decision making ensures their views are taken into consideration before any resource allocation is done to ensure better decisions in creation of new ways and ideas of implementing (Andersen and Nielsen, 2013).

In order to identify intricacies in the implementation stage, it is imperative to comprehend the whole strategic planning process. An organization's strategy passes four main stages: environmental scanning, formulation of the strategy, implementation of the strategy and evaluation of the strategy (Wheelen and Hunger, 2012).

Investigating why the best strategies fail, reveals the inconsistencies that exist between formulation and implementation, at first, and later inconsistencies between strategy the implementation and the performance evaluation or measurement. The formulation part focuses on mission, goals, objectives and plan determination while implementation consists of activities, budgeting and other procedures. Understanding the key dimensions to implementation process can help executives control how strategy gets defined and implemented while adjusting to the competitive environment changes. Practicing executives or managers do not have frameworks that guide their dealings during implementation phase that is why implementation fails. Without sufficient models, they implement the strategies without a superior perception of the numerous factors that should be addressed, simultaneously, to create a successful implementation atmosphere (Okumus, 2013).

### **2.2.2 Organizational Structure**

The vertically integrated functional organization (F-form) grew prominent in the late nineteenth and early twentieth centuries, when firms' competitive advantages were based largely on high volume standardization, low costs, and a production orientation. The multidivisional organizational structure (M-form) rapidly came to replace the F-form for example, in some firms, the increased size and a widening product range strained the functional structure and overloaded top management. The M-form allowed firms to be more market-and product-oriented, which made it much better suited to a business environment

characterized by rapidly changing customer preferences. In the 1960s and 1970s, the matrix organization, with its emphasis on lateral relationships and dual lines of responsibility and authority, became popular among diversified firms however this structure was not a particularly successful innovation and most companies such as Dow Chemical, eventually returned to a more conventional structure, with clear lines of responsibility for geographic managers (Furrer, 2011).

Functional organizational structure involves structuring an organization around basic business functions such as production and operations, marketing, and finance. It is mainly used by small to medium-sized businesses and other companies and is relatively straight forward. A corporation with a divisional organizational structure (strategic business units) has various company divisions operating autonomously as businesses under a broad corporate framework. Companies with various distinct products might establish a divisional organizational structure whereby the manufacture and sale of each product is more or less conducted by a separate company under a broad corporate umbrella. As these divisions are centralized at the corporate office, this office serves largely as a capital allocation and control mechanism. The matrix organizational structure involve employees reporting to multiple managers in team project situations. Many companies today are adopting the network organizational structure where the organization contracts out most functions except administration (Gasper et al., 2010).

### **2.2.3 Organizational Structure and Strategic plans implementation**

According to Zaribaf and Bayrami (2010) formulation of strategy is done by the top management entirely and the implementation of strategy is done by the middle-level managers but in a dynamic and ever changing situation then structure alignment with strategy is required. Organization design is required when changing or managing organizational structure. Organization design involves managers making critical decisions about elements of structure so that a firm can control the activities necessary to achieve its goals. Managers use Organization structure as a tool to achieve organizational goals (Chitale, Mohanty, & Dubey, 2013).

Kumar and Meenakshi (2009) stated that effective controls are supported by organization structure. Firms that practice decentralization emphasize on accountability for performance. In addition it is important to make sure that every strategic business unit has proper control over its performance. Firms should pay key attention to units that have shared or similar responsibilities so as they can work in harmony to avoid the blame game which is a common problem in organizations. In addition organizations should also pay key attention to units whose performances are difficult to measure. An effective organization structure should recognize the problem of unclear responsibilities and indistinct measures. Managers should ensure that there are distinct performance measures and greater clarity should be provided for overlapping responsibilities. According to Rajasekar (2014), the organizational structure provides a conceptual frame of: the decision-making process and resource allocation

Organization structure also influences the capability of employees to learn, innovate and to participate in decision making. Different structural configurations affect not only efficiency and financial results defined by the market place, but also the job fulfillment, dedication, drive, and perceptions about expectations and obligations. Redesigning organizational structure, therefore, will affect the intangible “psychological contract” of each individual worker (Mills et al., 2007). Indistinct hierarchical structure makes representatives confounded and baffled, and hinders fruitful key designs execution (Pella et al., 2013).

According to Chitale, Mohanty and Dubey (2013), an organization can have competitive edge over its competitors due to an effective organization structure. How a firm plans its structure is a very significant determinant. How much value the organization creates depends on organization design, because it is the means of implementing an organization’s strategy. Many sources of competitive advantage, such as skills in research and development that result in novel product features or state-of-the-art technology, quickly disappear because they are relatively easy for competitors to copy. It is much more difficult to imitate good organizational design that brings into being a successful organizational structure. Okumus’ (2003) outline argued that the linking aspect between external environment situation and internal organizational procedures in enabling firms achieve strategic goals is the organizational structure.

### **2.3 Organizational Culture and Strategic plans implementation**

Different firms have very unique and different styles of addressing issues this distinctiveness is shaped by the different cultures they have (Vijayakumar & Padma, 2014). Culture is manifested almost everywhere in an organization, if we know where to look for it. It is reflected in the words and language people use in communicating with one another. It is also seen in the artifacts that are in (and on display in) the company's facilities. Sometimes, the culture of a company is obvious and clearly visible, as in the treatment we receive as customers and the artifacts we see that support this focus on customer service. Sometimes, a company's culture is subtler and needs to be 'read' (Flamholtz & Randle, 2011).

Schein (2010), states that culture is an abstraction, yet the forces that are created in social and organizational situations deriving from culture are powerful. If individuals do not understand the operation of these forces, they become victim to them. Cultural forces are powerful because they operate outside individuals' awareness. He further categorizes organizational culture into three levels: (1) Artifacts which include visible and feeble structures and processes, and observed behavior which is difficult to decipher; (2) Espoused beliefs and values which include ideas, goals, values, aspirations, ideologies and rationalizations; (3) Basic underlying assumptions such as unconscious, taken-for-granted beliefs and values.

Many researchers have proposed a variety of dimensions and attributes of organizational culture. Among them, Hofstede has been very influential in studies of organizational culture. Drawing on a large sample of 116,000 employees of IBM in 72 countries, Hofstede identified four dimensions of culture. These four dimensions used to differentiate between cultures are: distance of power, avoiding of uncertainty, collectivism of masculinity/femininity and individualism/ (Acar, 2007). Ito et al. (2010), state that the four dimensions are not personality traits but, societal patterns. They are no more than abstractions that capture main behavioral trends which also influence organizational behavior.

According to Saunders et al. (2008) stated that for a new strategy to be implementing it needs making drastic changes in factors that affect culture that have been taken for granted or assumed. Successful implementation of strategic plans depends highly on Organizational culture. A new strategy that is in line with the culture of the organization can ensure a swift and successful implementation. Katsioloudes (2012), stated that, a firm's way of doing things

and getting things done is what is referred to as the culture of the company. Most organizations think it is easy to grasp the culture and relate it to implementation of strategic plans. When an organization is successful in strategy formulation, implementation and having understood its strategic direction, it means that their culture has evolved and changed over the strategic implementation period and is suitable to their needs. It may not essentially be the ultimate culture, but at least it would seem to have fulfilled its strategic purpose.

Culture was ignored for such a long time by firms in general, as a vital aspect of organizational performance. Culture includes principles, fundamental assumptions, anticipations, collective memories, and definitions present in an organization. It symbolizes 'how things are around here'. It shows the existing principles and beliefs that people carry inside their heads. It expresses a sense of individuality and uniqueness to staff, provides unwritten and often unspoken guiding principle of how to get along in the organization, and it helps to control the social interactions that they experience (Cameron & Quinn, 2011). With Culture came about the importance of social interactions which in turn affects the effectiveness of a firm's creation, sharing and application of knowledge (Lee & Chen, 2005)

Carlopio and Harvey (2012) focused on social-psychological principles and their influence in successful strategic plans implementation and found that if an organization's structure and culture are not aligned with a proposed strategy and the new behaviors required, the strategic plans implementation process will certainly be defeated. In a study involving Latin American firms, Brenes and Mena (2008) concluded that organizational culture supportive of principles and values in the new strategy resulted in successful strategic plans implementation in the sampled firms. They also revealed that 86% of the most successful companies see culture aligned to strategy as highly significant, against only 55% of less successful companies.

Culture determines output of the organization more than any other factor including education and skill of people working in the organization. It is because of this factor that organizational culture must be considered in any effort toward strategic planning. Fundamental planning for a distinct culture is likely if the forecast of the future is in line with that culture and the path it is heading, or the lifestyle feels such weight on its possible continuation that it will lessen its past up demand to have a future by any technique (Hunt et al., 2013). A stable legitimate culture will enhance duty among specialists and focus on gainfulness inside the relationship

rather than insurance from rules and bearings or external parts that block accomplishment (Neuert, 2014). As an arrangement of shared importance, it is a basic variable for successful technique process. Hofstede (2014) inferred that hierarchical culture is a delicate, all encompassing idea with, notwithstanding, assumed hard results. An association's aggregate culture impacts both the dispositions and ensuing practices of its workers and also the level of execution the association accomplishes (Neuert, 2014). Organization culture can also use communication as a strategy in that: communication should be advanced to a strategic level by strategic plans implementation, support from the top management of the firm is needed by the communication managers, and development of communication and implementation are done at strategic level (Shin, 2013).

### **2.3.1 Organizational Culture**

According to Markovic (2012), managing an organization characterized by different cultures is not simple. Managers are expected to recognize the different cultures and to delineate their use in certain parts of the organization and improve them or change them completely, in accordance with achieved results. Results of their study showed that all types of organizational cultures have significant relationships with the implementation process, but the extent of the culture's influence varies from the most effective (clan culture) to the least effective (hierarchy culture).

Clan type culture can be defined simply as a “family-type organization”. This type of culture incorporates a sense of “we” in the organization instead of “I” (Teson & Pizam, 2013). They are most effective in domains of performance relating to morale, satisfaction, internal communication, and supportiveness. All these attributes are consistent with clan values. They are good at organizing, controlling, monitoring, administering, coordinating and maintaining efficiency (Mayfield, 2008). Adhocracy-type culture is most effective in domains of performance relating to adaptation, system openness, innovation and cutting-edge knowledge – all attributes consistent with adhocracy values. Market-type culture is most effective in domains of performance relating to the organization's ability acquire the needed resources such as revenues, good faculty and institutional visibility (Cameron & Quinn, 2011). Hierarchy culture is defined as a culture high on rules and regulations, distinct lines of communication and accountability. Maintaining tight and smooth operations are important in

this type of culture (Teson & Pizam, 2013). In hierarchy culture, managers move up the rank quickly when their leadership style is in agreement with the upper management (Mayfield, 2008).

Each of these different organizational cultures affects the organization differently. It is for this reason that a large number of companies combine several types of organizational cultures in order to achieve the best performance. Most organizations believe that two or more balanced cultures are most appropriate solution for their company. Although different organizational cultures can be successful, none of them is optimal (Markovic, 2012). In a large and diverse organization, culture can become fairly complex and can spawn many subcultures as there are distinct groups of employees with similar understanding and interest (Vijayakumar & Padma, 2014).

### **2.3.2 Organization Culture and and Strategic plans implementation**

Culture can be thought of as an element of organizational strategy. As such it is a stealth weapon. Its returns on investment – resulting from such things as employee loyalty and organizational continuity, service to those outside the organization, increased productivity, and a selfless mentality toward others in the organization – can be impressive. It can help establish expectations, foster trust, facilitate communications, and reduce uncertainty in relationships between human beings. In so doing, it can contribute to more productive outcomes (Heskett, 2012).

Markovic (2012), talks of four major functions of organizational culture: (1) Grants identity to the employees in the organization; (2) Defines the employees' behavior and helps them understand and adapt to their work environment better; (3) Promotes social stability system and defines strict standards; (4) Encourage the employees to work hard and identify personal interest with the interests of the organization. The organizational culture provides information about the internal environment and mentality, which is reflected in the level of openness, customer orientation, quality of work, and speed of accomplishing tasks and responding to changes (Rajasekar, 2014).

In addition, organizational culture is an important resource of a multinational company because organizational culture is unique and hard to imitate and may influence the overall

performance of the company. Multinational companies tend to release its subsidiaries to adopt the environment they are in and develop their own culture which evolves with the dynamic and rapid change of the surrounding business environment (Baus, 2010). In this regard, the task of management in the preparation of a strategy will be to give rise to a culture that provides creation, dissemination and use of knowledge as being a normal function within the organization (Zyngier, Burstein, & McKay, 2006).

#### **2.4 Leaderships and Strategic Plans Implementation**

O'Reilly, Caldwell, Chatman, & Lapid (2010) found that understanding the effects of leadership on organizational performance requires examining multiple levels of leadership simultaneously (Hunter, Bedell-Avers, & Mumford, 2007). In organizations of any size it is likely that organizational performance should be related to the aggregate effects of leaders at different hierarchical levels. Most previous studies of leadership have focused on the effectiveness of a single person for example the CEO, a general manager, or supervisor, but leaders at different organizational levels are clearly important too (Abok, 2013). For example, (Berson & Avolia, 2004) argue that upper-level leaders' actions influence the ways lower level leaders translate and disseminate information about a new strategy. The mechanisms by which leaders provide meaning about critical elements in the work environment may influence this alignment. For example, one of the critical ways leaders influence the performance of work groups is by providing a compelling direction for the group (Hackman & Wageman, 2005). Similarly, Podolny,

Giltinane, (2013) argued that the roots of executive leadership are in the creation of meaning within the organization. If these messages lack clarity and consistency across leaders at different levels they may reduce members' ability to understand the importance of and implement strategic initiatives (Cha & Edmondson, 2006; Osborn, Hunt, & Jauch, 2002). Thus, it is clear that leaders at different levels influence strategic initiatives and their implementation, how aggregate leadership influences organizational performance is not straightforward. For example, an intense senior leader may make up for less powerful leaders at bring down levels. Then again, a less viable however profoundly adjusted arrangement of leaders crosswise over levels may effectively execute change. Or on the other hand, a viable arrangement of subordinate administrators who don't bolster a vital activity may square



change. Notwithstanding the impacts of an individual leader, arrangement or misalignment of leaders crosswise over various leveled levels may upgrade or diminish the effective execution of a vital activity (Ogonge, 2013).

#### **2.4.1 leaderships**

Rauf et al. (2015) defines leadership as a personal relationship in which one person coordinates, directs, and supervises other in the performance of a common task. Goncalves, (2013) the leadership process itself can become a monologue when divorced from the mission of the organization, its people and the culture it permeates. Leadership within organizations is only attainable through the combination and use of power and authority. Power is the ability to influence others to get things done, while authority is the formal rights that come to a person who occupies a particular position, since power does not necessarily accompany a position. According to Goncalves, (2013) while we often find powerful people who do not hold genuine power positions of authority, we frequently find people in positions of authority who are powerless to influence the behavior of others.

Leadership can be learned, and power can be developed, but in order to be an effective leader, one must be able to distinguish from the various forms of power and select the one most in line with his or her character traits, leadership style and working environment. There are many ways to lead and every leader has own style. Some of the more common styles include autocratic, bureaucratic, democratic and laissez-faire (Rauf et al.2015).Transactional leadership involves offering rewards to others in return for compliance. Transactional leaders focuses on management tasks and do not identify shared values of a team. Despite these the rewards can have a positive effect on followers' satisfaction and performance. Autocratic leadership is an example of transactional leadership (Giltinane, 2013) Autocratic Style of Leadership, manager retains as much power and decision-making authority as possible. The manager does not consult employees, nor are they allowed to give any input.

Employees are expected to obey orders without receiving any explanations. The motivation environment is produced by creating a structured set of rewards and punishments (Rauf et al.2015).Authoritarian Style of Leadership also known as autocratic leaders, provide clear expectations for what needs to be done, when it should be done, and how it should be done.

There is also a clear division between the leader and the followers. Authoritarian leaders make decisions independently with little or no input from the rest of the group. Researchers found that decision-making was less creative under authoritarian leadership. The democratic leadership style is also called the participative style on the other hand encourages employees to be a part of the decision making. The democratic manager keeps his or her employees informed about everything that affects their work and shares decision making and problem solving responsibilities. This style requires the leader to be a coach who has the final say, but gathers information from staff members before making a decision. Rauf et al. (2015) Democratic leadership can produce high quality and high quantity work for long periods of time. Many employees like the trust they receive and respond with cooperation, team spirit, and high morale.

The laissez-faire leadership style is also known as the "hands-off" style. It is one in which the manager provides little or no direction and gives employees as much freedom as possible. All authority or power is given to the employees and they must determine goals, make decisions, and resolve problems on their own. This type of leadership is an effective style to use when employees are experienced, educated, highly skilled and when they have pride in their work and the drive to do it successfully on their own (Rauf et al. 2015). Vinkenburg et al (2011) suggested that transformational leaders inspire their followers to go beyond the call of duty and act as mentors.

Transformational leaders express a clear, compelling vision of the future, intellectually inspire followers, identify individual differences and assist followers to develop their strengths (Giltinane, 2013) transformational leaders provide inspiration and motivation to invigorate others to pursue the team's vision. If followers have input into the team's vision they feel valued, and the relationship between leader and follower is enhanced. This encourages followers to develop ownership of the team's vision and move towards achieving this, thereby increasing morale. Followers become motivated to develop their own leadership skills (Rolfe 2011). When dealing with groups, such leaders aim to express the significance of group goals, develop shared values and beliefs, and motivate a united effort to achieve group goals (Wang & Howell 2010). Effective transformational leadership requires trust between the leader and followers. If followers trust the leader they will do whatever the

leader envisions (Bach & Ellis 2011). Situational leadership, also known as having a contingency approach involves applying leadership style in different situations (Grimm, 2010). Thus it is important for top-tier leaders to encourage subordinate leaders to develop different leadership styles to manage different situations. The core competencies of situational leaders are the ability to identify the competence, performance, commitment of others, and to be flexible (Lynch et al 2011). Implementing a strategy in an organization requires that all employees are involved and that a uniform mode of action compatible with strategic objectives is envisaged. Gębczyńska (2016) Involvement of employees is connected with empowering them in the process of the strategy planning and implementation, this requires proper leadership. In the implementation stage, a leader should explain how the objectives agreed upon are translated into tasks of employees Goleman emphasizes that an effective leader is skilled at several of the basic style and has flexibility to switch between the styles as circumstances dictates

#### **2.4.2 Leadership and Strategic plan Implementation**

Although strategic plan implementation is perceived to be associated with good firm performance, the organizational leadership could influence the attainment of anticipated results. Ogonge (2013) noted that participating in the implementation of strategic plans varied with some companies exhibiting high participation while others had low participation as dictated upon by their leadership style. Leaders should focus their members in the same direction with CEOs being at the forefront to provide vision, initiative, motivation and inspiration (Ombina, Omoni & Sipili., 2010).

Mulube (2009) in his study on “Effects of organizational and competitive strategy on the relationship between Human Resource Management orientation and firm performance” noted that for most organizations in Kenya, an emphasis is always placed on democratic leadership characterized by maximizing participation and involvement of group members together with empowerment for decision making. Thus an effective strategic plan implementation, with the ultimate goal of realizing improved organizational performance requires embracing factors that will entice leadership to motivate their employees in order to enhance implementation practices.

Mintzberg (2004) argues that a good implementation of strategic plan is dependent on the learning and development environment for employees who are the true foot soldiers of implementation. This learning orientation requires emphasis on openness, collaboration, equity, trust, continuous improvement and risk taking. In order to attain this, there has to be adaptation to changing environmental conditions attainable under good leadership that generate clear communication to the followers with confidence and approval from the stakeholders.

Ogonge (2013) found that while looking at the practice of management observes that managers (or business leaders) are the basic and scarcest resources of any enterprise. Thompson and Strickland (2004) postulate that general managers must lead the way not only conceiving bold new strategies but also by translating them into concrete steps that get things done. Yavas, Eden, Osman and Chan (1985) note that the type of management orientation exhibited by Least Developed Countries' (LDCs) organizations differ distinctively from those organizations in advanced economies. In developed economies, type of management tends to be oriented towards a participative philosophy rather than an authoritarian or paternalistic one, which is common in the LDC's organizations.

Flyvberg (2006) observed that involvement of middle level manager's enhanced success in implementing strategy noting that managerial involvement was essential for organizations to achieve the planned implementation. Ogonge (2013) noted that companies which highly involved management were significantly more successful in strategic implementation decisions than those which had low involvement. More participation of people in the implementation process enhances the level of commitment resulting in a unified understanding of joint tasks, which in turn results in employees forming an environment of collective effort and facilitating a smooth implementation process. Moreover, lack of participation of other workers other than strategic consultants or leaders in the strategy plan creates implementation problems and might lead to open sabotage.

## **2.5 Chapter Summary**

This chapter has broadly reviewed the literature on the factors influencing the implementation of strategic plans in organizations. The first research question looked at the how the company's organizational structure affects strategic plans implementation. The second research question looked at how the company's organizational culture affects strategic plans implementation. The third addressed how leadership has affected strategic plans implementation in organizations. Chapter three of the research outlined the design and methodology of the study. It described the design that was adopted by this research to achieve the appropriate objectives. The chapter also described the stages by which the methodology was implemented, detailed the respondents, list of all the instruments used in the study and how the data was analyzed

## **CHAPTER THREE**

### **3.0 RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This study sought to analyze factors affecting of implementing strategic plans in the ministry of lands and physical planning in Kenya. This chapter involves a blueprint for the collection, measurement and analysis of data. In this chapter an outline of how the research was conducted has been presented. It further indicates the sources of the data and the type of data that was collected. The research design, the methodology for data collection, the approach and data analysis has also been presented in this section.

#### **3.2 Research design**

Research configuration is the strategy of conditions for accumulation and examination of information in a way that expects to join importance with the exploration reason. Research is led inside the calculated structures. It constitutes the plan for accumulation, estimation and investigation of information (Saunders, Lewis, & Thornhill, 2012). The research design is used to structure the research, as well as to show how each of the major parts of the research project, the samples or groups, and the research tools and analysis all work together in order to try to address the central research questions at hand. Understanding the relationships between designs and thinking about the strengths and weaknesses of different designs is important in making design choices (Collins, 2010)

This research study adopted a descriptive survey approach on determinants of implementing strategic plans in the ministry of lands and physical planning in Kenya. As per Donald and Pamela (2011), an illustrative report is worried about discovering the what, where and how of a wonder. Engaging exploration configuration was picked on the grounds that it empowers the specialist to sum up the discoveries to a bigger populace.

As indicated by Mugenda and Mugenda (2013), it is critical and suitable to utilize information where subjects are seen in either characteristic set-up without controlling the earth. It can be utilized when gathering data about individuals' mentalities and assessments. It

is a proficient method to acquire data expected to depict the states of mind, sentiments and perspectives of administration staff in the service on determinant of executing vital plans in the service of terrains in Kenya.

### **3.3 Population and Sampling Design**

#### **3.3.1 Population**

Study populace is an all around characterized or indicated set of individuals, gathering of things, family units, firms, administrations, components or occasions which are being explored. In this manner, the populace should fit a specific determination, and the populace ought to be homogenous (Ngechu 2004). This study targeted 365 management staff in the ministry of lands and physical planning headquarters in Nairobi. Table 3.1 presents the population distribution based on the departments in the ministry.

**Table 3.1: Population Distribution**

<b>Category</b>	<b>Population</b>
Land administration and registration	75
Physical planning	25
Human resources	50
Procurement	55
Account	25
Survey	55
Valuation	50
Land adjudication	30
<b>Total</b>	<b>365</b>

#### **3.3.2 Sampling Design**

##### **3.3.2.1 Sampling Frame**

A sampling frame is the list of elements from which a sample is selected. In the simplest sample design, the sampling frame is a list of elements composing of the study population. Properly drawn samples provide information appropriate for describing the population of

elements composing the sampling frame and nothing more (Rubin, 2011). In regard to this study, it was carried out in ministry of lands and physical planning and a working sample frame was therefore drawn from the Human Resources Department. The information was therefore accurate and recent thus adequate for meeting the specific objectives of the study.

#### **3.3.2.2 Sampling Technique**

The general goal of all sampling methods is to obtain a sample that is representative of the target population. The sampling frame describes the list of all population units from which the sample will be selected (Saunders, Lewis and Thornhill, 2012). This study adopted the Probability based technique for sampling. Under this, stratified random sampling Technique was adopted for the collection of data about the population from the entire population. The Strata was the land administration and registration, physical planning, human resources, procurement, account, survey, valuation and land adjudication management staff in the ministry of lands and physical planning headquarters in Nairobi

#### **3.3.2.3 Sample Size**

The sample size consisted of 110 management staff in the ministry. This represented 30% of the population (Mugenda and Mugenda, 2013) as shown in the table below;



**Table 3.2: Sample Size Distribution**

<b>Category</b>	<b>Population</b>	<b>Sample ration</b>	<b>Sample</b>
Land administration	75	30%	23
Physical planning	25	30%	8
Human resources	50	30%	15
Procurement	55	30%	17
Account	25	30%	8
Survey	55	30%	17
Valuation	50	30%	15
Land adjudication	30	30%	9
<b>Total</b>	<b>365</b>		<b>110</b>

### **3.4 Data Collection**

This sets out how data for the study was collected and analyzed. The examination utilized a poll to gather essential information. Poll is fitting for thinks about since it will gather data that isn't straightforwardly noticeable as they ask about emotions, inspirations, states of mind, achievements and in addition encounters of people, Mellenbergh (2008). The survey contained both open and close-finished inquiries. Franker, (2006) expressed that a survey is valuable in getting target information since members are not controlled at all by the specialist. Further, polls had the additional preferred standpoint of being less exorbitant and utilizing less time as instruments of information gathering.

Optional information was likewise gathered for this investigation. It was gotten from hierarchical records. This information is helpful for producing extra data for the examination from officially archived information or accessible reports particularly from the association's sites. Optional information was gathered for vital arrangement execution.

### **3.5 Research Procedures**

Before the questionnaires were administered to the respondents, the researcher conducted a pilot test on the questionnaires which were administered to 2 employees who were not part of the final data collection process. The pilot test was carried out to ensure that the questionnaires were complete, precise, accurate and clear. This is important to ensure

reliability of the data collection instrument (Hussey and Hussey, 2007). After the pilot study, no amendments needed to be done, thus it was the final questionnaire to be used for collection of data. The researcher then explained the purpose of the research and sought permission from the ministry to carry out the research. This was done through an introduction letter seeking to carry out the research in the ministry as well as a physical visit to the Headquarter. Upon provision of the go ahead approval, the questionnaires were then administered to the respondents during working hours with the help of a qualified research assistant.

Prior to the questionnaires were controlled to the respondents, the analyst led a pilot test on the surveys which were directed to 2 workers who were not some portion of the last information gathering process. The pilot test was done to guarantee that the questionnaires were finished, exact, precise and clear. This is imperative to guarantee unwavering quality of the information gathering instrument (Hussey and Hussey, 2007). After the pilot contemplates, no revisions should have been done; hence it was the last survey to be utilized for gathering of information. The analyst at that point clarified the motivation behind the examination and looked for consent from the service to do the exploration. This was done through an acquaintance letter searching with complete the examination in the service and additionally a physical visit to the Headquarter. Endless supplies of the thumbs up endorsement, the surveys were then directed to the respondents amid working hours with the assistance of a qualified research colleague.

### **3.6 Data Analysis Methods**

Questionnaires were used to collect quantitative data and it was analyzed by the use of descriptive statistics using SPSS (Statistical Package for Social Sciences) and presented through percentages, means and frequencies. The information was also presented by use of frequency tables and charts. Content analysis was used to analyze data collected from the open-ended questions. According to Baulcomb (2003), content analysis uses a set of categorization for making valid and replicable inferences from data to their context. This offers a systematic and qualitative description of the objectives of the study.

In addition, the study conducted a multiple regression analysis to determine the relationship between implementing strategic plans and the variables of the study. The regression model was ( $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$ ):

Whereby  $Y$  = implementing strategic plans

$X_1$  = Organization Structure

$X_2$  = Organizational Culture

$X_3$  = Leaderships

$\epsilon$  = Error term and  $\beta_0$   $\beta_1$   $\beta_2$   $\beta_3$  and  $\beta_4$  are the regression equation coefficients for each of the variables discussed.

In order to find out the relationship regression analysis was done. The results of the regression analysis were interpreted based on the R square, significance of F statistics and the significance of beta values from the coefficients of the X variables. Significance was tested at 5% level of confidence.

### **3.7 Chapter Summary**

This chapter identified what's more, portrayed techniques and systems that will be utilized to do the investigation. It centers around look into outline, populace and examining plan, information gathering techniques, inquire about methodology and information investigation strategies. Essential information will be gathered utilizing surveys. Part four displays the outcomes and discoveries of the examination

## **CHAPTER FOUR**

### **4.0 RESULTS AND FINDINGS**

#### **4.1 Introduction**

This chapter presents data analysis and discussions. The study sought to evaluate the factors influencing the implementation of strategic plans in the Public Sector: A Case of Ministry of Lands and physical planning In Kenya. Primary data was collected through administration of questionnaires to the targeted ministry of lands and physical planning in Kenya.

##### **4.1.1 Response rate**

A total of one hundred and ten (110) questionnaires had been distributed to the respondents, out of which 97 were completed and returned. This gave a response rate of 88.2%. According to Blumberg, Cooper, & Schindler, (2014) a response rate of 50% is adequate for a study, 60% is good and 70% and above is excellent. Thus, a response rate of 88.2% was fit and reliable for the study as shown in Table 4.1.

**Table 4.1: Response Rate**

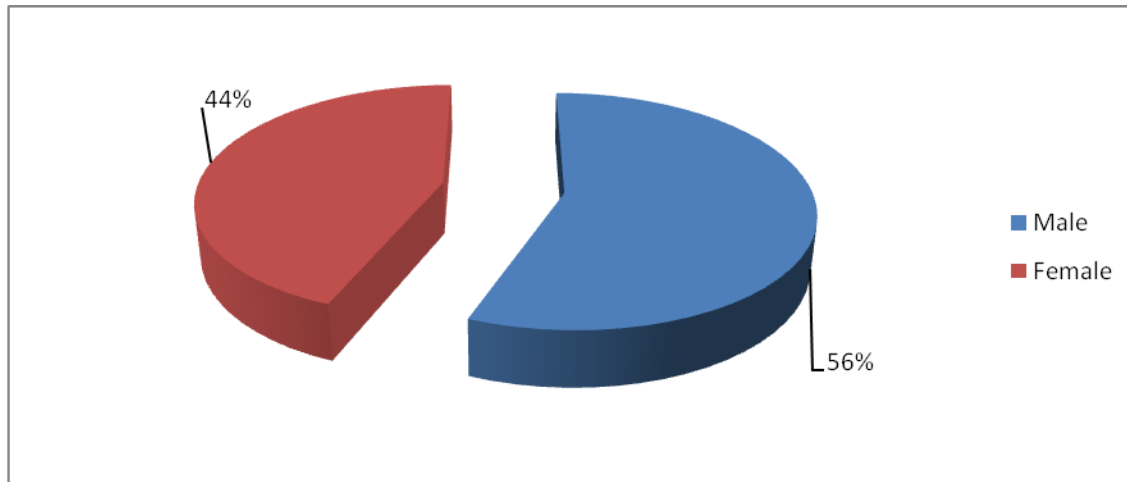
<b>Category</b>	<b>Responded</b>	<b>Non-respondents</b>
Land administration	20	3
Physical planning	7	1
Human resources	13	2
Procurement	14	2
Account	7	1
Survey	15	2
Valuation	13	1
Land adjudication	8	1
<b>Total</b>	<b>97</b>	<b>16</b>

## **4.2 General Information**

The researcher considers the background information to be very meaningful because of the role it plays in enabling the understanding of the logic of the responses issued by the respondents of each respective organization.

### **4.2.1 Gender of the Respondents**

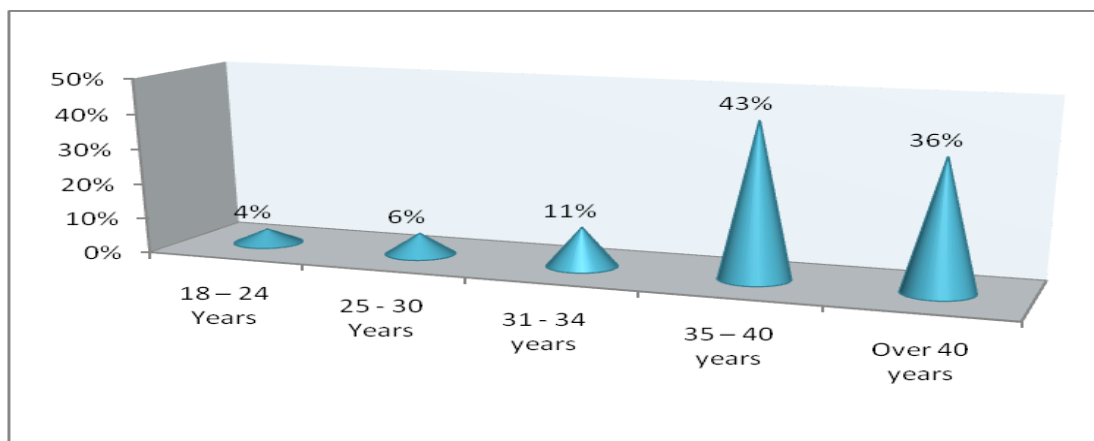
The study sought to determine the gender of the respondents. According to the findings, majority (56%) of the respondents were males while the rest (44%) were females. This implies that though there is gender distribution in occupation of job in ministry of lands and physical planning in Kenya most of the opportunities are occupied by the men. However this meets the legal requirement of one third of either gender.



**Figure 4.1: Gender of the Respondents**

#### 4.2.2 Age Bracket

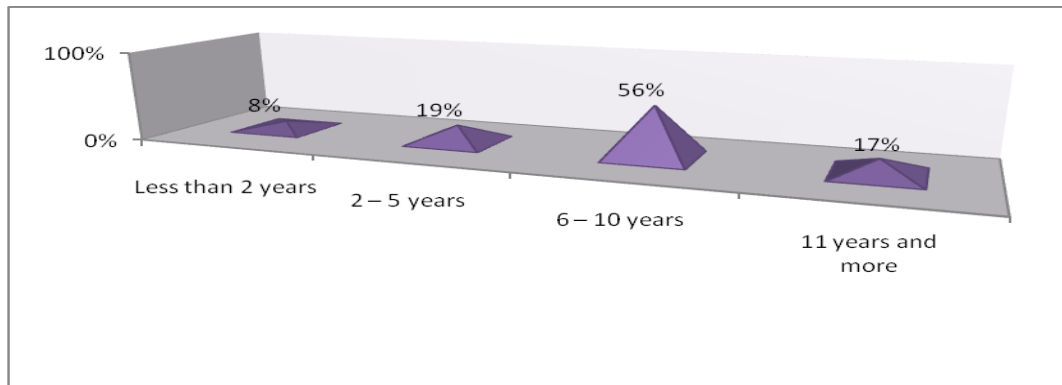
The study sought to determine the age of the respondents. According to the findings, most (43%) of the staffs were within the age bracket of 35-40 years, 36% were aged above 40 years, 11% were aged between 31-34 years, 6% were aged between 25-30 years, while 4% were aged between 18-24 years. This implies that most of the employees in ministry of lands and physical planning in Kenya were energetic and therefore could adjust to the strategies adopted within the organization.



**Figure 4.2: Age Bracket of the Respondents**

### 4.2.3 Working Experience

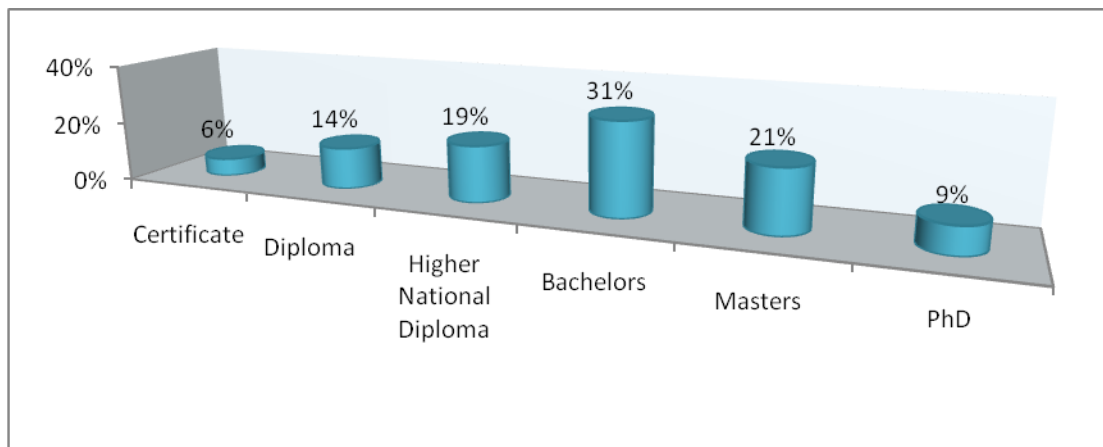
The researcher also requested the respondents to indicate how long they had worked for their firm. From the findings, majority of the respondents 56% had 6-10 years, 19% had 2-5 years experience, 17% had 11 years and above and lastly 8% had less than 2 years of experience. Thus majority of the respondents had 6-10 years-which is an average years for a competent worker. This is also an indication that the rate of table turnover within the organization was minimal.



**Figure 4.3: Working Experience**

### 4.2.4 Highest level of education

The researcher also requested the respondents to indicate their highest level of education. Results findings are as shown in figure 4.4.



**Figure 4.4: Highest level of education**

The findings presented in Figure 4.4, indicate that 31% of the respondents had undergraduate degrees, 21% had Masters degree, 19% had Higher national diploma, 14% had Diplomas, 9% had PhD and 6% had Certificate. This indicates that most of the respondents in ministry of lands and physical planning in Kenya were well educated and thus had a good knowledge on relationship between organization practices and strategic plans implementation hence higher chances of obtaining reliable data.

#### **4.2.5 Challenges in strategic plans implementation**

The study sought to determine the extent at which the ministry of lands and physical planning in Kenya faced challenges in the strategic plans implementation at the different levels. Challenges were very high at operational level with a highest mean of 4.334 with standard deviation of 0.352, followed by dynamic level with 4.231 with standard deviation of 0.124. Business level also faced challenges to a great extent with a mean of 4.023 with standard deviation of 0.423, functional level with a mean of 3.457 with standard deviation of 0.531 and corporate level with a mean a lowest mean of 2.231 with standard deviation of 0.135. In aggregate, ministry of lands and physical planning in Kenya is faced with challenges in the strategic plans implementation at the different levels at a moderate extent as shown by the aggregated mean of 3.655 with aggregated standard deviation of 0.313

**Table 4.2: Extent of Organizational Challenges**

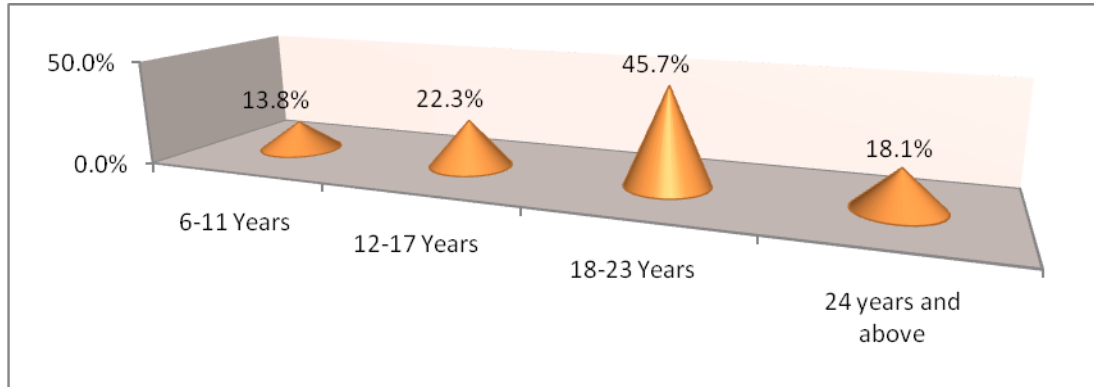
	<b>Mean</b>	<b>Std</b>
Corporate level	2.231	0.135
Business level	4.023	0.423
Functional level	3.457	0.531
Dynamic level	4.231	0.124
Operational level	4.334	0.352
<b>Aggregate</b>	<b>3.655</b>	<b>0.313</b>



### 4.3 Implementation of Strategic Plans

#### 4.3.1 period of time of strategic plans implementation

Respondents were kindly requested to indicate the period of time their organization had strategic plans implementation. The study findings are as shown in Figure 4.5

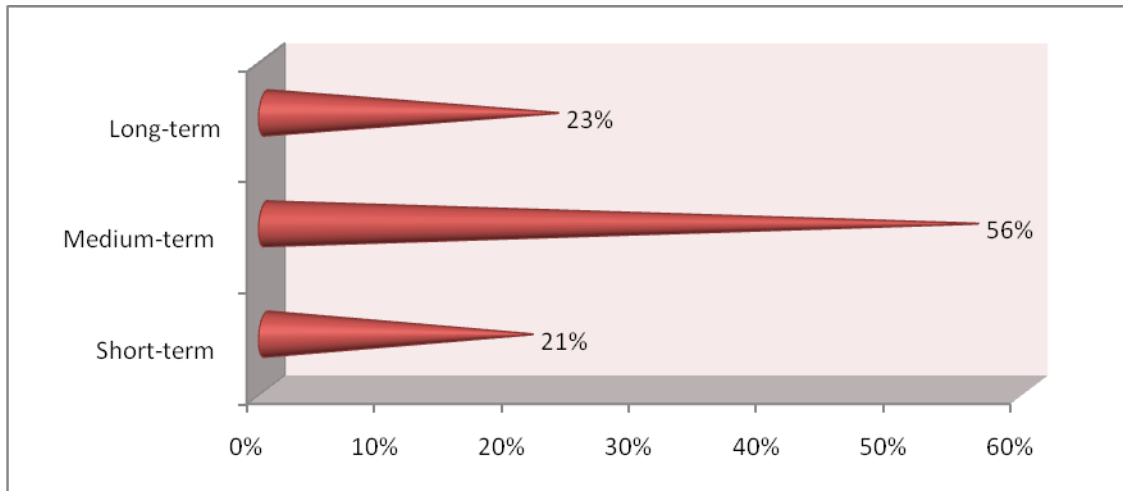


**Figure 4.5: Strategic plans implementation**

The findings reveals that majority of the respondents (45.7%) indicated that their organization had strategic plans implementation between 18-23 years, 22.3% between 12-17 years, 18.1% 24 years and above while the remaining 13.8 % indicated 6-11 years. This implies that Ministry of lands and physical planning in Kenya had strategic plans implementation between 18-23 years. In line with the study findings, Mwangi (2014) notes that for a long period of time the ministry of lands and urban development seeks to provide quality services to the public through regaining public confidence and improving its image. To achieve this goal, the ministry recently launched the integrated financial information management information systems (IFIMIS) to increase efficiency of its operations, maintain a lean and efficient staff through improving cost reduction

#### 4.3.2 Time frame (planning horizon) for organization's strategic plans

The researcher sought to investigate the time frame (planning horizon) for Ministry of lands and physical planning in Kenya strategic plans. The study findings are as shown in Figure 4.6



**Figure 4.6: Time frame (planning horizon) for organization's strategic plans**

From Figure 4.6, (56%) of the respondents felt that the time frame (planning horizon) for Ministry of lands and physical planning in Kenya strategic plans was medium-term, while (23%) of the respondents felt that was long-term. A few (21%) of the respondents felt that the time frame (planning horizon) for Ministry of lands and physical planning in Kenya strategic plans was short-term. This implies that time frame (planning horizon) for Ministry of lands and physical planning in Kenya strategic plans was medium-term.

#### **4.3.3 Effective implementation of strategic plans**

The study sought to determine the extent at which respondents agree with each of the following statements regarding effective implementation of strategic plans. Table 4.3 summarizes the study findings

**Table 4.3: Effective implementation of strategic plans**

	Mean	SD
Institutionalization of strategy is key to effective implementation of strategic plans	3.0426	1.33533
Effective implementation of strategic plans heavily depends on setting up of proper organizational climate/environment	3.8298	.66621
Developing of appropriate operational policies is a major determinant of successful implementation of strategic plans.	3.8936	.59511
Monitoring and evaluation of plans at every step of implementation is important to strategy implementation	3.0761	1.27731
Periodical strategic plan reviews are very important in far as implementation of strategic plan is concerned.	3.9787	.73292

According to the findings, majority of the respondents agreed that the major challenge faced by this department is periodical strategic plan reviews are very important in far as implementation of strategic plan is concerned (mean=3.9787) and that developing of appropriate operational policies is a major determinant of successful implementation of strategic plans (mean=3.8936). In addition, respondents agreed that effective implementation of strategic plans heavily depends on setting up of proper organizational climate/environment (mean=3.8298). However, the respondents were neutral on the statement that monitoring and evaluation of plans at every step of implementation is important to strategy implementation (mean=3.0761), and that institutionalization of strategy is key to effective implementation of strategic plans (mean=3.0426). This indicates that that periodical strategic plan reviews are very important in far as implementation of strategic plan is concerned and that developing of appropriate operational policies is a major determinant of successful implementation of strategic plans

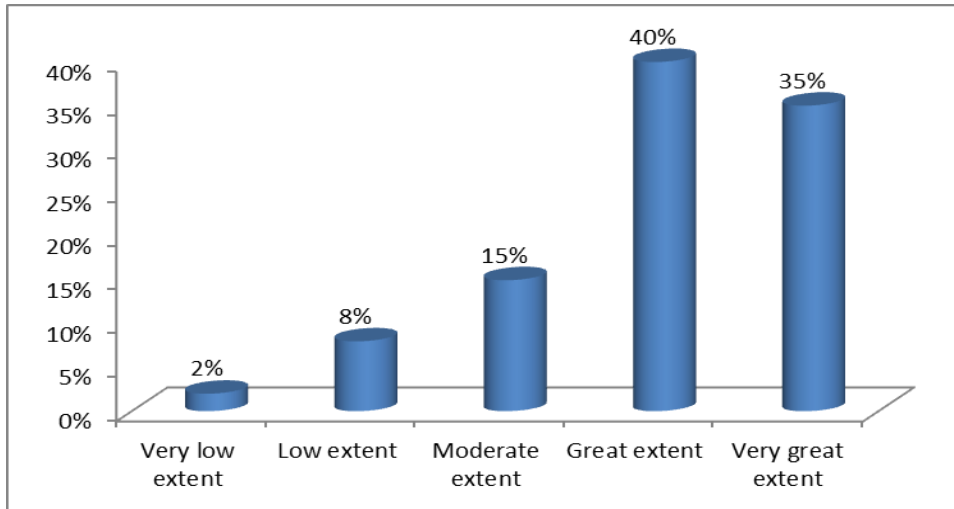
#### **4.4 Organizational Structure and Strategic plans implementation**

This section sought to address the first objective of the study which was to determine the influence of organization structure on implementation of strategic plans in the Ministry of

Lands and Physical Planning. The respondents were required to select the choice which reflected their view from a range of choices for the different questions.

#### 4.4.1. Influence of Organizational Structure on Strategic plans implementation

The respondents were requested to indicate the extent to which organizational structure influences strategic plans implementation. The findings are shown in the figure 4.7 below



**Figure 4.7: Influence of Organizational Structure on Strategic plans implementation**

From the findings most (40%) of the respondents indicated that to a great extent that organizational structure influences strategic plans implementation, 35% indicated to a very great extent, 15% indicated to a moderate extent, 8% indicated low extent, while 2% indicated very low extent. This depicts that organizational structure influences strategic plans implementation to a great extent.

#### 4.4.2 Organizational Structure in the Ministry of Lands

Additionally, the respondents were to indicate their level of agreement on the statements given relating to organizational structure in Ministry of lands and physical planning in Kenya. The results are summarized in table 4.4. The response presented in table 4.4 shows that the respondents agreed to a great extent that the way labour is divided within the organization influences how strategies are implemented as established by the highest mean score of 4.625, tasks and responsibilities are adequately defined as indicated by a mean score of 4.135, and that formal organization structure often conflict with the informal social groups

as shown by a mean score of 4.123. Further they agreed that the new organizational framework required appears to be one that emphasizes flexibility and that creativity and participation as indicated by the mean score of 4.012. They also agreed that strategic managers turn to restructuring as a means of implementing strategic plans aimed at improving performance as shown by mean score of 3.896, Radical shifts in organizational design reflect changes happening in the wider social, economic, political and technological environment as indicated by the mean score of mean=3.894, and that the organization structure of the organization does not match the strategic plans as indicated by the lowest mean score of 3.645.

**Table 4.4: Organizational Structure**

	Mean	SD
The organization structure of the organization does not match the strategic plans	3.645	0.261
The way labour is divided within the organization influences how strategies are implemented	4.625	0.563
Tasks and responsibilities are adequately defined	4.135	0.354
Radical shifts in organizational design reflect changes happening in the wider social, economic, political and technological environment.	3.894	0.563
The new organizational framework required appears to be one that emphasizes flexibility, creativity and participation.	4.012	0.536
Strategic managers turn to restructuring as a means of implementing strategic plans aimed at improving performance	3.896	0.643
Formal organization structure often conflict with the informal social groups	4.123	0.236

#### 4.4.3 Correlation Analysis

In this subsection a summary of the correlation and regression analyses is presented. It seeks to first determine the degree of interdependence of the independent variables and also show

the degree of their association with the dependent variable separately. These results are summarized in Table 4.5

**Table 4.5: Correlation Matrix**

	<b>Implementation of strategic plans</b>	<b>Organization structure</b>	<b>Organization culture</b>	<b>Leadership</b>
Implementation of strategic plans (p) Sig. (2 tailed)	1	0.773**  0.036	0.463**  0.018	0.618**  0.025
Organization structure (p) Sig. (2 tailed)	0.463**  0.036	1	0.316**  0.047	0.216**  0.019
Organization culture (p) Sig. (2 tailed)	0.773**  0.018	0.316**  0.047	1	0.163**  0.047
Leadership (p) Sig. (2 tailed)	0.618**  0.025	0.163**  0.019	0.216**  0.047	1  0.014

The correlation summary shown in Table 4.5 depicts that there is a positive relationship between Implementation of strategic plans and Organization culture ( $r=0.773$ ,  $P\leq 0.01$ ). Therefore, it can be implied that an increase in organization culture is associated with increased Implementation of strategic plans. Secondary, the study showed that there is a weak positive relationship between Implementation of strategic plans and Organization structure ( $r=0.463$ ,  $P\leq 0.01$ ). Finally, the findings showed that there is a strong positive relationship between Leadership and Implementation of strategic plans ( $r=0.618$ ,  $P\leq 0.01$ ).

#### **4.4.4 Regression Analysis of Organizational Structure and Strategic plan Implementation**

In order to test the positive relationship between organization structure and strategic plans implementation was significant as depicted by correlation analysis; the following regression equation was used:

$$Y=B_0+B_1X$$

Where Y = Organization structure

X = strategic plans implementation

As shown in Table 4.6 below, the  $R^2$  of the regression was 0.567 which indicated that the included explanatory variables explained only 56.7% of how organization structure enhanced strategic plans implementation while the remaining 43.3% was explained by other variables not in the model.

**Table 4.6: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.753	0.567	0.34	0.458
Predictors: (Constant)				

According to Table 4.7 below, the regression model equation would be expressed as  **$Y = 1.882 + 0.574 X$**

**Table 4.7: Coefficient of correlation**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.882	.772		2.440	0.000
	organization structure	0.574	.171	0.1032	6.569	.001
a. Dependent Variable: strategic plans implementation						

This is an indication that organization structure does indeed have a positive relationship with strategic plans implementation and thus organization structure enhances the strategic plans implementation.

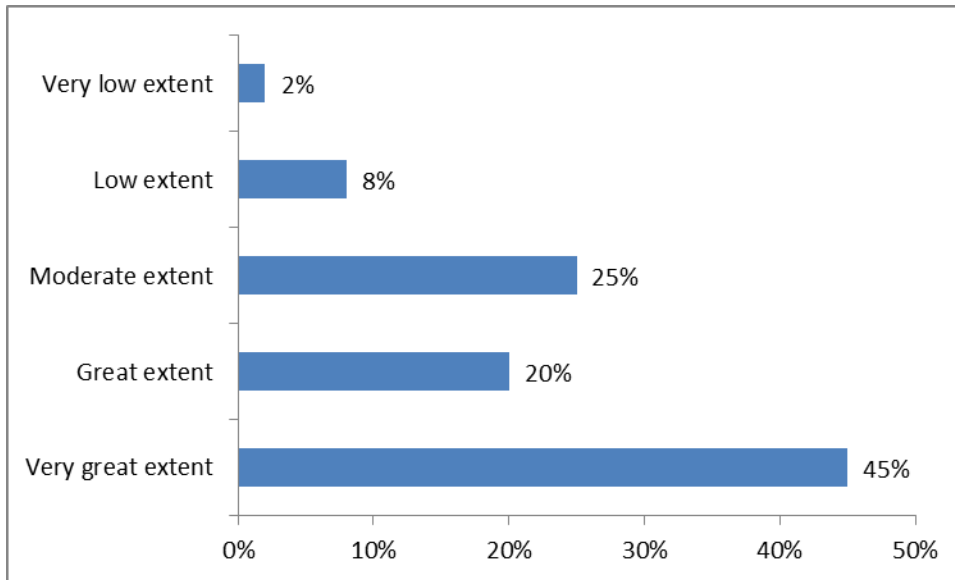
#### **4.5 Organizational Culture and Strategic plans implementation**

This section sought to address the second objective of the study which was to determine the influence of organization culture on implementation of strategic plans in the Ministry of Lands and Physical Planning. The respondents were required to select the choice which reflected their view from a range of choices for the different questions.

##### **4.5.1. Influence of Organizational Culture on Strategic plans implementation**

The respondents were requested to indicate the extent to which organizational culture influences strategic plans implementation. The findings are shown in the figure below





**Figure 4.8: Influence of Organizational Culture on Strategic plans implementation**

From the findings most (45%) of the respondents indicated to a very great extent that organizational culture influences strategic plans implementation, 25% indicated moderate extent, 20% indicated great extent, 8% indicated low extent while 2% indicated very low extent. This depicts that organizational culture influences strategic plans implementation to a very great extent.

#### **4.5.2 Organizational Culture in the Ministry of Lands**

The study also required respondents to show the extent at which the given statements of organizational culture affected strategic plans implementation. They were to indicate on a scale of 1 to 5 with 1 = to no extent 2 = to low extent, 3 = to moderate extent, 4 = to great extent and 5 = to very great extent. From the findings, how managers make decisions affected strategic plans implementation to a great extent as established by the highest mean score of 4.374. The following also affected strategic plans implementation to a great extent lack of understanding of strategic plans implementation as indicated by a mean score of 4.234, leadership style of managers as indicated by a mean score of 4.108, customers and staff not fully appreciating the strategy as indicated by a mean score of 4.023, difficulties and obstacles not acknowledged, recognized or acted upon as indicated by a mean score of 3.947 and the dominant values, beliefs and the norms as indicated by a mean score of 3.887. Ignoring the day-to-day business imperatives affected strategic plans implementation to a

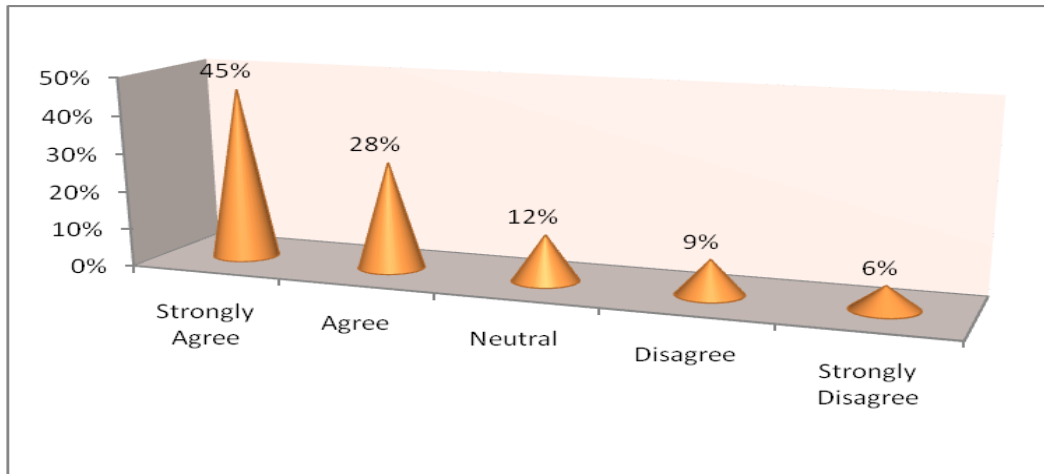
low extent as indicated by a mean score of 2.319 while conscious and unconscious symbolic acts taken by leaders (job titles, dress codes, corporate jets, informal meetings with employees) also affected strategic plans implementation to a low extent as indicated by the lowest mean score of 2.279.

**Table 4.8: Organization Culture and Strategic plans implementation**

	<b>Mean</b>	<b>Std</b>
Lack of understanding of strategic plans implementation	4.234	0.431
Customers and staff not fully appreciating the strategy	4.023	0.265
Difficulties and obstacles not acknowledged, recognized or acted upon	3.947	0.235
Ignoring the day-to-day business imperatives.	2.319	0.236
Leadership style of managers	4.108	0.236
How managers make decisions	4.374	0.256
The dominant values, beliefs and the norms	3.887	0.235
Conscious and unconscious symbolic acts taken by leaders (job titles, dress codes, corporate jets, informal meetings with employees)	2.279	0.243

#### **4.5.3 Cultivation of strong cultural values and strategic plans**

Respondents were kindly asked to indicate the extent to which they agree with the statement that the challenges of implementation of strategic plans results from lack of cultivation of strong cultural values to meet the changing organizational needs. Figure 4.8 summarizes the study findings



**Figure 4.9: Cultivation of strong cultural values and strategic plans**

Respondents strongly agreed that challenges of implementation of strategic plans results from lack of cultivation of strong cultural values to meet the changing organizational needs (45%), 28% agreed, 12% were neutral, 9% disagreed while 6% strongly disagreed. This implies that challenges of implementation of strategic plans results from lack of cultivation of strong cultural values to meet the changing organizational needs

#### **4.5.4 Regression Analysis of Organizational culture and Strategic plans Implementation**

In order to test the positive relationship between organization culture and strategic plans implementation was significant as depicted by correlation analysis; the following regression equation was used:

$$Y = B_0 + B_1X$$

Where Y = organizational culture

X = strategic plans implementation

As shown in Table 4.9 below, the  $R^2$  of the regression was 0.64 which indicated that the included explanatory variables explained only 64% of how organizational culture enhanced strategic plans implementation while the remaining 36% was explained by other variables not in the model.

**Table 4.9: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.800	.64	.452	.570
Predictors: (Constant)				

According to Table 4.10 below, the regression model equation would be expressed as

$$Y = 3.089 + .068 X$$

**Table 4.10: Coefficient of correlation**

Model		Un-standardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.089	1.518		2.035	.0051
	organizational culture	.068	.336	.036	0.203	.0084
a. Dependent Variable: strategic plans implementation						

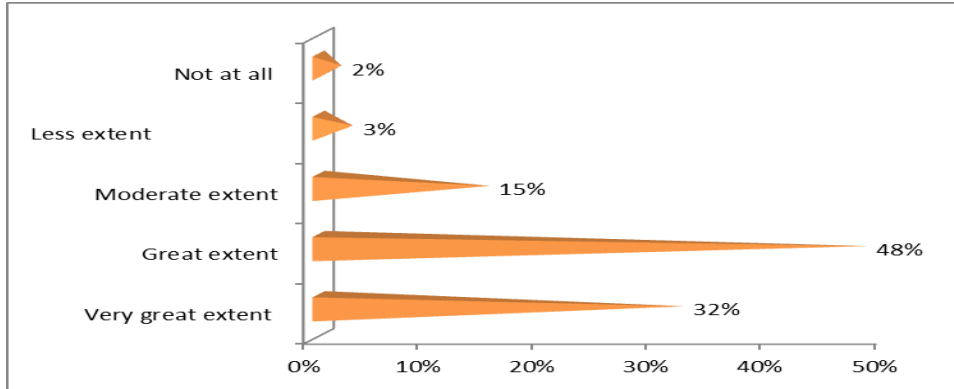
This is an indication that organizational culture does indeed have a positive relationship with strategic plans implementation and thus organizational culture enhances the strategic plans implementation.

#### **4.6 Leaderships and Strategic Plans Implementation**

This section sought to address the first objective of the study which was to determine the influence of leadership on implementation of strategic plans in the Ministry of Lands and Physical Planning.

#### 4.6.1 Influence of Leadership on Strategic plans implementation

The respondents were requested to indicate the extent to which leadership influences strategic plans implementation. The findings are shown in the figure below



**Figure 4.10: Influence of Leadership on Strategic plans implementation**

From the findings most (48%) of the respondents indicated to a great extent that leadership influences strategic plans implementation, 32% indicated very great extent, 15% indicated moderate extent, 3% indicated less extent, while 2% indicated no extent. This depicts that to a great extent leadership influences strategic plans implementation.

#### 4.6.2 Level of Leadership in the Ministry of Lands

The study required respondents to indicate their level of agreement on the effect of level of leadership on the strategic plans implementation. They were to show on a scale of 1-5 where 1= strongly disagree, 2= disagree, 3= neutral, 4=agree and 5= strongly agree. From the findings shown in table 4.11, the respondents agreed that the top managers must demonstrate their willingness to give energy and loyalty to the implementation process for it to succeed with a mean of 4.312. They further agreed that the top management's commitment to the strategic direction itself is the most important factor with a mean of 4.216. They also agreed that lack of manager's commitment to performing their roles leads to the lower ranks of employees missing support and guidance through encouragement of entrepreneurial attributes as indicated by a mean score of 4.134. A further mean of 4.016 indicated that they agreed on the statement that the managers must not spare any effort to persuade the employees of their ideas for strategic plans implementation to be effective. They were

however neutral on the statement that lack of top management backing is the main inhibiting factors.

**Table 4.11: Leadership on Strategic plans implementation**

	Mean	Std
The top management's commitment to the strategic direction itself is the most important factor.	4.216	0.187
The top managers must demonstrate their willingness to give energy and loyalty to the implementation process for it to succeed.	4.312	0.657
The managers must not spare any effort to persuade the employees of their ideas for strategic plans implementation to be effective.	4.016	0.515
Lack of top management backing is the main inhibiting factors	3.027	0.461
Lack of manager's commitment to performing their roles leads to the lower ranks of employees missing support and guidance through encouragement of entrepreneurial attributes.	4.134	0.381

#### 4.6.3 Regression Analysis of Leadership and Strategic plans Implementation

In order to test the positive relationship between leadership and strategic plans implementation was significant as depicted by correlation analysis; the following regression equation was used:

$$Y=B_0+B_1X$$

Where Y = leadership

X =strategic plans implementation

As shown in Table 4.12 below, the  $R^2$  of the regression was 0.253 which indicated that the included explanatory variables explained only 25.3% of how leadership enhanced strategic

plans implementation while the remaining 74.7% was explained by other variables not in the model.

**Table 4.12: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.503 <sup>a</sup>	.253	.213	104.476
Predictors: (Constant)				

According to Table 4.13 below, the regression model equation would be expressed as

$$Y = 3.222 + 0.234 X$$

**Table 4.13: Coefficient of correlation**

Model		Un-standardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.222	235.432		1.369	.190
	leadership	0.234	68.673	.693	3.415	.004
a. Dependent Variable: strategic plans implementation						

This is an indication that strategic plans implementation do indeed have a positive relationship with leadership and thus leadership enhance the strategic plans implementation.

#### 4.7 Overall Multiple Regression Analysis

Multiple regression analysis was conducted as to determine the relationship between the Strategic plan implementation and the three variables.

**Table 4.14: Coefficient of Correlation**

	Un-standardized		Standardized	T	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	3.77	0.451		8.359202	0.004
Organizational structure	0.782	0.121	0.146	6.46281	0.003
Organizational culture	0.463	0.079	0.126	5.860759	0.001
Leadership	0.473	0.073	0.045	6.479452	0.005

a. Dependent Variable: Strategic plan implementation

**Strategic Plan Implementation= 3.77 + 0.782\*Organizational Structure + 0.463\*Organizational Culture + 0.473\*Leadership**

From the finding in Table 4.14, the study found that holding organizational structure, organizational culture and leadership, at zero strategic plan implementation will be 3.77. It was established that a unit increase in alignment of organizational structure with strategic plan implementation, while holding other factors (organizational culture and leadership) constant, will lead to an increase in efficient strategic plan implementation by 0.782 ( $p = 0.003$ ). Further, unit increase in change of Organizational culture, while holding other factors (organizational structure and leadership) constant, will lead to an increase in efficient strategic plan implementation by 0.463 ( $p = 0.001$ ). A unit increase in leadership, while holding other factors (organizational structure and organizational culture) constant, will lead to an increase in efficient strategic plan implementation by 0.473 ( $p = 0.005$ ). This infers that organizational culture contribute most to the strategic plan implementation followed by organizational structure then leadership based on the P-value. At 5% level of significance and



95% level of confidence, Organizational culture, Organizational structure, and leadership are significant in strategic plan implementation.

#### **4.8 Chapter Summary**

This chapter provides the results and findings of the study with respect to the data collected from the respondents. The findings based on the background of the respondents are given in the first section followed by the findings on strategic plans implementation. The third section presents the results on the influence of organization structure on implementation of strategic plans in the Ministry of Lands and Physical Planning, the fourth on the influence of organization culture on implementation of strategic plans in the Ministry of Lands and Physical Planning and the final section provides the influence of leadership on implementation of strategic plans in the Ministry of Lands and Physical Planning. The next chapter will focus on the discussion of the findings, conclusion and recommendation of the study

## **CHAPTER FIVE**

### **5.0 DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter comprises the summary, discussion, conclusion and recommendations of the study. The first section contains the summary which includes the study objectives, methodology and findings. The second section presents the discussion on the major findings and the third section covers conclusions based on the research questions as per the results obtained in chapter four. The fourth section offers recommendations for improvement based on the research questions as well as recommendations for further studies.

#### **5.2 Summary**

The study found out that most of the employees at Ministry of lands and physical planning in Kenya were within the age bracket of 35-40 years and were in the ministry for 6-10 years. Majority of respondents have been in the organization for quite some time and could therefore identify the influence of organization practices on strategic plans implementation.

From the findings Ministry of lands and physical planning in Kenya was found to be faced by various challenges in the strategic plans implementation at the different levels. Challenges were high at operational level followed by dynamic level then at business level, functional level and low at corporate level.

The study further found out that organizational culture had an effect on strategic plans implementation. How managers made decisions affected strategic plans implementation (mean of 4.374). The study also found out that understanding of strategic plans implementation, leadership style of managers, customers and staff not fully appreciating the strategy, difficulties and obstacles not acknowledged, recognized or acted upon and the dominant values, beliefs and the norms affected strategic plans implementation.

Moreover the study found out that organizational structure influenced strategic plans implementation at Ministry of lands and physical planning in Kenya. Strategic managers turned to restructuring as a means of implementing strategic plans aimed at improving

performance (mean of 4.226). From the study it was found out that radical shift in organizational design reflected changes happening in the wider social, economic, political and technological environment. Also the new organizational framework required appeared to be one that emphasizes flexibility, creativity and participation. The study also found out that the way labour was divided within the organization influenced how strategies were implemented.

The study also found out that leadership had an effect on strategic plans implementation in Ministry of lands and physical planning in Kenya. The study found out that managers must demonstrate their willingness to give energy and loyalty to the implementation process for it to succeed (mean of 4.312). Top management's commitment to the strategic direction itself is the most important factor. Manager's commitment to performing their roles led to the lower ranks of employees missing support and guidance through encouragement of entrepreneurial attributes. Managers must not spare any effort to persuade the employees of their ideas for strategic plans implementation to be effective.

### **5.3 Discussion**

#### **5.3.1 Organizational Structure and Strategic Plans Implementation**

The study concludes that organizational structure influences strategic plans implementation at Ministry of lands and physical planning in Kenya. The study concludes that strategic managers turn to restructuring as a means of implementing strategic plans aimed at improving performance. It also concludes that radical shift in organizational design reflects changes happening in the wider social, economic, political and technological environment. Also the new organizational framework required appear to be one that emphasizes flexibility, creativity and participation. The study also concludes that the way labour is divided within the ministry influences how strategies are implemented. Similar to the study findings, Paul, (2011) opined that factors relating to the organizational structure are very important and should be considered during strategy implementation.

Moreover, in line with the study findings, Kumar and Meenakshi (2009) found that effective controls are supported by organization structure. Organizations that use a decentralized system is important for them to account for performance and have proper control in every

strategic business unit. It is also vital that firms concentrate on units that have similar responsibilities to avoid any blame game that come about between the business units and corporate departments. There are also units whose performances are difficult to measure and it is important for managers to keep an eye on these units and constantly monitor and evaluate their performances. Unclear responsibilities and indistinct measures should be recognized by organization structure of the firm. Distinct performance measures should be established and greater clarity should be provided for overlapping responsibilities. According to Rajasekar (2014), the organizational structure provides a conceptual frame of: the decision-making process and resource allocation

Organization structure also influences the capability of employees to learn, innovate and to participate in decision making. Different structural configurations affect not only efficiency and financial results defined by the market place, but also the job fulfillment, dedication, drive, and perceptions about expectations and obligations of workers. Redesigning organizational structure, therefore, will affect the intangible “psychological contract” of each individual worker (Mills et al., 2007). Indistinct hierarchical structure makes representatives confounded and baffled, and hinders fruitful key designs execution (Pella et al., 2013).

According to Chitale, Mohanty and Dubey (2013), an organization can have competitive edge over its competitors due to an effective organization structure. How a firm plans its structure is a very significant determinant. How much value the organization creates depends on organization design, because it is the means of implementing an organization’s strategy. Many sources of competitive advantage, such as skills in research and development that result in novel product features or state-of-the-art technology, quickly disappear because they are relatively easy for competitors to copy. It is much more difficult to imitate good organizational design that brings into being a successful organizational structure.

### **5.3.2 Organizational Culture and Strategic Plans Implementation**

The study concludes that organizational culture has an effect on strategic plans implementation in the Ministry of lands and physical planning in Kenya. How managers make decisions affected strategic plans implementation. The study also concludes that understanding of strategic plans implementation, leadership style of managers, customers and

staff not fully appreciating the strategy, difficulties and obstacles not acknowledged, recognized or acted upon and the dominant values, beliefs and the norms affected strategic plans implementation. In line with the study findings, Geldine, (2012) noted that for a strategy within an organization to develop and be implemented successfully, it must fully align with the organizational culture. Lack of synergy between strategy and culture may obstruct the smooth implementation of strategy by creating resistance to change. Aosa (1992) states that it is important that the culture of an organization be compatible with the strategy being implemented because where there is incompatibility between strategy and culture, it can lead to a high organizational resistance to change and demotivation, which in turn can frustrate the strategy implementation effort.

Also similar to the study findings, Baus, (2010) observed that organizational culture is an important resource of a multinational company because organizational culture is unique and hard to imitate and may influence the overall performance of the company. Multinational companies tend to release its subsidiaries to adopt the environment they are in and develop their own culture which evolves with the dynamic and rapid change of the surrounding business environment. In this regard, the task of management in the preparation of a strategy will be to give rise to a culture that provides creation, dissemination and use of knowledge as being a normal function within the organization (Zyngier, Burstein, & McKay, 2006).

Further, similar to the study findings, Rajasekar (2014) in his study on Factors affecting Effective Strategy Implementation in a Service Industry identified organizational culture as a key element of strategy implementation process. The study addressed in detail the roles of corporate communication (internal and external), leadership, organizational structure, and control mechanisms. He discovered that there exists a significant correlation between organizational culture and strategy implementation. Results of the study showed that all types of organizational cultures have significant relationships with the implementation process, but the extent of the culture's influence varies from the most effective (clan culture) to the least effective (hierarchy culture).

Ahmadi et. al (2012) researched on the correlation between Organizational Culture and Strategy Implementation: Typologies and Dimensions concluded that there is sufficient evidence linking cultural traits and organizational effectiveness. The findings show that clan

culture affects significantly on strategy implementation. It shows how the nature of culture is diverse and knowledgeable managers should not ignore the aspects of culture and in turn would have productive and efficient functions to implement their strategy. Also, Muthoni (2013) in her study on Effects of Organizational Culture on Strategy Implementation in Commercial Banks in Kenya found that 75% of commercial banks in Kenya uphold culture of dynamism, entrepreneurship and creativity at work. Majority of these commercial banks in Kenya have adopted the cultures that are flexible in dynamic work environments. This culture is grounded in strategy supportive values, practices and behavioral norms add to the power and effectiveness of a company's strategy execution effort. The study which used both primary and secondary data showed that majority of commercial banks are more interested in upholding their organizational cultural values than work.

### **5.3.3 Leadership and Strategic Plans Implementation**

The study concludes that leadership effects strategic plans implementation in Ministry of lands and physical planning in Kenya. Managers must demonstrate their willingness to give energy and loyalty to the implementation process for it to succeed. Top management's commitment to the strategic direction itself is the most important factor. Managers' commitment to performing their roles lead to the lower ranks of employees missing support and guidance through encouragement of entrepreneurial attributes. Managers must not spare any effort to persuade the employees of their ideas for strategic plans implementation to be effective. This corresponds to Smith and Kofron (2009) who believe that top managers play a critical role in the management – not just the formulation – of strategy. Similar to the study findings, Kodali, (2001) opined that successful strategic planning implementation requires a large commitment from executives and senior managers, whether the strategic planning is occurring in a department or in a complete organization. Leaders must show example by leading their team, supporting the staff, and monitoring and evaluating their progress and at the end live the results of the strategic planning implementation process and without all these strategic implementation may fail. It's as simple as that. Without the full commitment of the organization's senior executives, don't even start strategic planning. Participants will feel fooled and misled. When a firm has a vision statement and a mission statement, along with this year's goals, which they are not using for guidance and is unknown by the rest of the

employees shows a sign of irresponsibility and poor employee morale. Similarly, Thompson and Strickland (2012) observe that management commitment is very important during strategy implementation in any organization. A successful implementation plan will have a very visible leader, such as the CEO, as he communicates the vision, excitement and behaviors necessary for achievement. The senior managers should play their role in motivating employees and providing leadership. Everyone in the organization should be engaged in the plan.

Also, in tandem with the study findings, Mintzberg (2004) argues that a good implementation of strategic plan is dependent on the learning and development environment for employees who are the true foot soldiers of implementation. This learning orientation requires emphasis on openness, collaboration, equity, trust, continuous improvement and risk taking. In order to attain this, there has to be adaptation to changing environmental conditions attainable under good leadership that generate clear communication to the followers with confidence and approval from the stakeholders.

Further, Ogong (2013) found that while looking at the practice of management observes that managers (or business leaders) are the basic and scarcest resources of any enterprise. Thompson and Strickland (2004) postulate that general managers must lead the way not only conceiving bold new strategies but also by translating them into concrete steps that get things done. Yavas, Eden, Osman and Chan (1985) note that the type of management orientation exhibited by Least Developed Countries' (LDCs) organizations differ distinctively from those organizations in advanced economies. In developed economies, type of management tends to be oriented towards a participative philosophy rather than an authoritarian or paternalistic one, which is common in the LDC's organizations.

## **5.4 Conclusion**

### **5.4.1 Organizational Structure and Strategic Plans Implementation**

The study also concludes that organizational structure influences strategic plans implementation at Ministry of lands and physical planning in Kenya. The study concludes that strategic managers turn to restructuring as a means of implementing strategic plans aimed at improving performance. It also concludes that radical shift in organizational design reflects changes happening in the wider social, economic, political and technological environment. Also the new organizational framework required appear to be one that emphasizes flexibility, creativity and participation. The study also concludes that the way labour is divided within the ministry influences how strategies are implemented.

### **5.4.2 Organizational Culture and Strategic Plans Implementation**

The study also concludes that organizational culture has an effect on strategic plans implementation in the Ministry of lands and physical planning in Kenya. How managers make decisions affected strategic plans implementation. The study also concludes that understanding of strategic plans implementation, leadership style of managers, customers and staff not fully appreciating the strategy, difficulties and obstacles not acknowledged, recognized or acted upon and the dominant values, beliefs and the norms affected strategic plans implementation. In line with the study findings, Geldine, (2012) noted that for a strategy within an organization to develop and be implemented successfully, it must fully align with the organizational culture. Lack of synergy between strategy and culture may obstruct the smooth implementation of strategy by creating resistance to change. Aosa (1992) states that it is important that the culture of an organization be compatible with the strategy being implemented because where there is incompatibility between strategy and culture, it can lead to a high organizational resistance to change and demotivation, which in turn can frustrate the strategy implementation effort.



### **5.4.3 Leadership and Strategic Plans Implementation**

The study also concludes that leadership effects strategic plans implementation in Ministry of lands and physical planning in Kenya. Managers must demonstrate their willingness to give energy and loyalty to the implementation process for it to succeed. Top management's commitment to the strategic direction itself is the most important factor. Managers' commitment to performing their roles lead to the lower ranks of employees missing support and guidance through encouragement of entrepreneurial attributes. Managers must not spare any effort to persuade the employees of their ideas for strategic plans implementation to be effective. This corresponds to Smith and Kofron (2009) who believe that top managers play a critical role in the management – not just the formulation – of strategy.

## **5.5 Recommendations**

The following are the recommendations for improvement and further studies; the recommendations are drawn from the study findings.

### **5.5.1 Recommendations for Improvement**

#### **5.5.1.1 Organizational Structure and Strategic Plans Implementation**

The study recommends that the ministry administration should enhance relationships between top management and middle management in the context of strategic plans implementation so as to improve top management commitment on successful strategy implementation.

#### **5.5.1.2 Organizational Culture and Strategic Plans Implementation**

The study also recommends that decision making for the Ministry of lands and physical planning in Kenya be based on a perception of itself and the environment so as to detect problems, gather information, and evaluating possible outcomes.

#### **5.5.1.3 Leadership and Strategic Plans Implementation**

The study recommends review of the strategic plans implementation by Ministry of lands and physical planning in Kenya through making a positive contribution commitment, creating awareness or understanding of the strategy, aligning organizational systems and resources and better coordination and sharing of responsibilities.

#### **5.5.2 Recommendations for Further Study**

The study recommends further study on other factors that influence strategic plans implementation. The sample size of the study should also be increased in order to realize the most important factors at more generalized level. Study should also be carried out in other areas especially in public offices in an attempt to compare the various influencers of strategic plans implementation.

## REFERENCES

- Abdallah, C., & Langley, A. (2014). The double edge of ambiguity in strategic planning. *Journal of Management Studies*, 51(2), 235-264.
- Abdallah, C., & Langley, A. (2014). The double edge of ambiguity in strategic planning. *Journal of Management Studies*, 51(2), 235-264.
- Abok, A. M. (2013). Factors Affecting Effective Implementation of Strategic Plans in Non - Governmental Organizations in Kenya. *Jomo Kenyatta University of Agriculture and Technology*, Doctoral Thesis.
- Acar, T.-O. E. (2007). Organizational culture: the case of Turkish Construction Industry. *Engineering, Construction and Architectural Management*, Vol. 14 Iss 6 pp 519 - 531, 13.
- Afuah (2013). *Shaping Strategic Change*, Sage, London. *Public Relations Review*, 21(4), 287-304.
- Ahmadi, S. A. A., Salamzadeh, Y., Daraei, M., & Akbari, J. (2012). Relationship between organizational culture and strategy implementation: typologies and dimensions. *Global Business and Management Research*, 4(3/4), 286.
- Ahmadi, S. A. A., Salamzadeh, Y., Daraei, M., & Akbari, J. (2012). Relationship between organizational culture and strategy implementation: typologies and dimensions. *Global Business and Management Research*, 4(3/4), 286.
- Andersen, T. J. and Nielsen, B. B. (2013). Adaptive strategy making: The effects of emergent and intended strategy modes. *European Management Review*, Vol. 6, No. 2, pp. 94-106.
- Aosa, E. (1992). An empirical investigation of aspects of strategy formulation and implementation within large, private manufacturing companies in Kenya.

- Aosa, E. (2012). *An Empirical Investigation of Aspects of Strategy Implementation within Large, Private Manufacturing Companies in Kenya*. (Unpublished PhD Thesis). University of Strathclyde, Glasgow, Scotland.
- Aquinas, P. G. (2008). *Organizational Structure and Design: Applications and Challenges*. New Delhi: Excel Books.
- Awale, Y. D., Namusonge, G., & Warren, K. J. (2016). Implementation of Strategic Plans on Oil Distributors: A Study on Selected Oil Companies in Kenya.
- Bach S, Ellis P (2011) *Leadership, Management and Team Working in Nursing*. Learning Matters Ltd, Exeter
- Baulcomb, J. S. (2003). Management of change through force field analysis. *Journal of nursing management*, 11(4), 275-280
- Baus, R. L., (2010). *Mechanistic-empirical pavement design guide implementation* (No. FHWA-SC-10-01). University of South Carolina. Dept. of Civil & Environmental Engineering.
- Beach, L. R. (2014). *Decision making in the workplace: A unified perspective*. Psychology Press.
- Berson, Y., & Avolia, B. (2004). Transformational leadership and the dissemination of organizational goals: A case study of a telecommunications firm. *Leadership Quarterly*, 15, 625–646.
- Black, K. (2015). *Business Statistics: Contemporary Decision Making*. New Jersey: John Wiley & Sons.
- Blumberg, B., & Cooper, D. Schindler.(2014). *Business research methods*, 4.
- Boettcher, J., & Gaines, L. (2014). *Industry Research Using the Economic Census: How to find it how to use it*. West Port: Greenwood Publishing Group.
- Brenes, M., & Schnidt, S. L. (2008). Key Success Factors for Strategy Implementation in Latin America. *Journal of Business Research* Vol 61, Iss 6, pp 590 - 598, 8.

- Calvo-Mora, A., & Roldán, J. L. (2016). The role of strategic planning in excellence management systems. Author-Name: Suarez, Eva. *European Journal of Operational Research*, 248(2), 532-542.
- Cameron, K. S., & Quinn, R. E. (2011). *Diagnosing and Changing Organizational Culture*. San Francisco: John Wiley & Sons, Inc.
- Carlopio, J., & Harvey, M. (2012). The Development of a Social Psychological Model of Strategy Implementation. *International Journal of Management* Vol 29, Vol 3, pp 75 - 86, 11.
- Cartwright, S., & Cooper, C. L. (2014). *Mergers and acquisitions: The human factor*. Butterworth-Heinemann.
- Cha, S. E., & Edmondson, A. C. (2006). When values backfire: Leadership, attribution, and disenchantment in a values-driven organization. *The Leadership Quarterly*, 17(1), 57-78.
- Chemwei, B., Leboo, C., & Koech, S. J. (2014). Factors that Impede the Implementation of Strategic Plans in Secondary Schools in Baringo District, Kenya. *International Journal of Humanities and Social Science*, 4(5), 114-120.
- Chitale, A. K., Mohanty, R. P., & Nish. (2013). *Organizational Behaviour: Text and Cases*. New Delhi: PHI Learning Private Limited.
- Collins, L. M., (2010). New methods for tobacco dependence treatment research. *Annals of Behavioral Medicine*, 41(2), 192-207.
- Donald F. and Pamela M. Q. (2011). *Qualitative evaluation and research methods*. SAGE Publications, inc.
- Elbanna, S (2012). A model of antecedents and consequences of intuition in strategic decision-making: evidence from Egypt. *Long Range Planning*, 46(1-2), 149-176.
- Flamholtz, E., & Randle, Y. (2011). *Corporate Culture: The Ultimate Strategic Asset*. Carlifornia: Stanford University Press.

- Flyvbjerg, B. (2006). Five misunderstandings about case-study research. *Qualitative inquiry*, 12(2), 219-245.
- Franker, O. M. (2006). *Research methods: Quantitative and qualitative approaches*. African Centre for Technology Studies.
- Furrer, O. (2011). *Corporate Level Strategy: Theory and Applications*. USA: Routledge.
- Gasper, J., Bierman, L., Kolari, J., Hise, R., & Smith, L. (2010). *Introduction to Business*. USA: Cengage Learning
- Gębczyńska, A. (2015), “Realizacja strategii przedsiębiorstwa w ujęciu procesowym (Processoriented implementation of enterprise strategy)”, in Chaberek, M. and Reszka, L. (red.), Modelowanie procesów i systemów logistycznych, cz. XIV, Zeszyty Naukowe Uniwersytetu Gdańskiego. Ekonomia Transportu i Logistyka, nr 56 Wydawnictwo Uniwersytetu Gdańskiego, Gdańsk, pp. 127-139
- Gębczyńska, A. (2016), “Realizacja strategii przedsiębiorstwa w ujęciu procesowym (Processoriented implementation of enterprise strategy)”, in Chaberek, M. and Reszka, L. (red.), Modelowanie procesów i systemów logistycznych, cz. XIV, Zeszyty Naukowe Uniwersytetu Gdańskiego. Ekonomia Transportu i Logistyka, nr 56 Wydawnictwo Uniwersytetu Gdańskiego, Gdańsk, pp. 127-139.
- Geldine, G. (2012). Strategy implementation at deposit protection fund board, Kenya. *Unpublished MBA Project, University of Nairobi*.
- Giltinane, C, L., (2013) Leadership styles and theories. *Nursing Standard*. 27, 41, 35-39. Date of submission: January 23 2013; date of acceptance: April 11 2013
- Goncalves, M., (2013) Leadership Styles: The Power to Influence Others. *International Journal of Business and Social Science* Vol. 4 No. 4; April 2013
- Government of Kenya (2017). Sector Plan for Public Sector Reforms 2013 – 2017
- Government of Kenya Development Report.(2013).Retrieved from, [www.ardhi.go.ke/](http://www.ardhi.go.ke/)

- Grant, R. M. (2016). *Contemporary strategy analysis: Text and cases edition*. John Wiley & Sons.
- Griffin, R., & Moorhead, G. (2010). *Organizational Behavior: Managing People and Organizations*. Boston: South-Western, Cengage Learning.
- Grimm, J. W. (2010) Effective leadership: making the difference. *Journal of Emergency Nursing*. 36, 1, 74-77
- Hackman, J. R., & Wageman, R. (2005). When and how team leaders matter. *Research in Organizational Behavior*, 26, 37–74.
- Haderberg , J & Rieple, R.M. (2008), *Contemporary Strategy Analysis: Concepts, Techniques, Applications*, Blackwell, Oxford.
- Heskett, J. L. (2012). *The Culture Cycle: How to Shape the Unseen Force that Transforms Performance*. USA: FT Press.
- Hill, C., & Jones, G. (2013). *Strategic Management Theory: An Integrated Approach*. 10th Edition. Boston: South-Western, Cengage Learning.
- Hofstede, G. (2014). Cultural dimensions in management and planning. *Asia Pacific journal of management*, 1(2), 81-99.
- Hunt, C. M., Oosting, K. W., Stevens, R., Loudon, D., & Migliore, R. H. (2013). *Strategic Planning for Private Higher Education*. New York: Haworth Press.
- Hunter, S., Bedell-Avers, K., & Mumford, M. (2007). The typical leadership study: Assumptions, implications, and potential remedies. *Leadership Quarterly*, 18, 435–446.
- Hussey, J., & Hussey, R. (2007). *Business research: A practical guide for undergraduate and postgraduate students*. Palgrave macmillan.
- Ito, T., Zhang, M., Robu, V., Fatima, S., Matsuo, T., & Yamaki, H. (2010). *Innovations in Agent-Based Complex Automated Negotiations*. Berlin: Springer.

- Johnson, G, Scholes, K. & Whittington, R. (2014). *Exploring Corporate Strategy*. 8<sup>th</sup> Edition. England: Prentice Hall- Financial Times
- Johnson, G, Scholes, K. (2012). *Exploring Corporate Strategy*. 6<sup>th</sup> Edition. New Delhi: Prentice Hall of India Private Ltd.
- Joyce, C.H., (2007), Implementing marketing strategies: developing and testing a managerial theory, *Journal of Marketing*, 63(2), 57-73.
- Kamali, R. (2015). Factors Influencing Implementation of Strategic Plans at Amatsi Water Services Company in the County Government of Vihiga, Kenya. *The International Journal of Business & Management*, 3(11), 90.
- Katsioloudes, M. (2012). *Global Strategic Planning*. United Kingdom: Butter worth Heinemann.
- Khayota, M. C. (2014). Critical Analysis of Strategy Implementation on Organization Performance in Service Delivery: Case of Lake Victoria South Water Services Board in Kisumu. *European Journal of Business and Management*, 6(30), 192-201.
- Kodali, R. (2001). Application of benchmarking for assessing the lean manufacturing implementation. *Benchmarking: An International Journal*, 16(2), 274-308.
- Kumar, A., & Meenakshi, N. (2009). *Organizational Behaviour – A Modern Approach*. New Delhi: Vikas Publishing House Pvt Ltd.
- Lee, C., & Chen, W. (2005). The effects of internal marketing and organizational culture on knowledge management in the information technology industry. *International Journal of Management* Vol.22, No. 4, pp. 661 - 27 , 12.
- Lynch BM, McCormack B, and McCance T (2011) Development of a model of situational leadership in residential care for older people. *Journal of Nursing Management*. 19, 8, 1058- 106
- Maguire, E. R. (2003). *Organizational Structure in American Police Agencies: Context, Complexity and Control*. New York: State University of New York.



Markovic , M. R. (2012). *Impact of Organizational Culture, Behaviour and Gender Role*. USA: IAP - Information Age Publishing, Inc.

Mayfield, D. R. (2008). *Organization Culture and Knowledge management in the Electric Power Generation Industry*. United States: Mayfield Robert D.

Mbaka, R. M., & Mugambi, F. (2014). Factors affecting successful strategy implementation in the Water Sector in Kenya. *IOSR Journal of Business and Management*, 16(7), 61-68.

Mellenbergh, G. J. (2008). Tests and questionnaires Analysis. *Advising on research methods: A consultant's companion*, 235-268.

Mills, A. J., Mills, J. H., Bratton, J., & Forshaw, C. (2007). *Organizational Behavior in a Global Context*. Canada: The Authors.

Ministry of land and urban Development Report. (2013).

Mintzberg, H. (2004). *Managers, not MBAs: A hard look at the soft practice of managing and management development*. Berrett-Koehler Publishers.

Mintzberg, H. (2013). *Structure in Fives: Designing Effective Organizations*. Englewood Cliffs, NJ. Prentice-Hall.

Mugenda, A. G. & Mugenda, A. G. (2013). *Qualitative research methods*.

Mulube, J. K. (2009). Effects of organizational culture and competitive strategy on the relationship between human resource management strategic orientation and firm performance. *University of Nairobi: Unpublished PhD Thesis*.

Muthoni E. (2012) *Effects of Organizational Culture on Strategy Implementation in Commercial Banks in Kenya*. Unpublished MBA project, School of Business, University of Nairobi.

Muthoni, E. U. N. I. C. E. (2013). Effects of organizational culture on strategy implementation in commercial banks in Kenya. *Unpublished MBA project, School of Business, University of Nairobi*.

- Mwangi, L. (2014). Contacts Of Ministry Of Lands, Housing And Urban Development Offices In Kenya, Retrieved from, <http://www.zakenya.com/office/contacts-of-ministry-of-lands-housing-andurban-development-offices-in-kenya.html>
- Mwangi, L. (2014). Contacts Of Ministry Of Lands, Housing And Urban Development Offices In Kenya, Retrieved from, <http://www.zakenya.com/office/contacts-of-ministry-of-lands-housing-andurban-development-offices-in-kenya.html>
- Nag, A. (2011). *Strategic Management: Analysis, Implementation, Control*. New Delhi, India: Vikas Publishing House Pvt Ltd.
- Nelson, D. B., & Quick, J. C. (2011). *Understanding Organizational Behavior*. Mason OH: South-Western Cengage Learning
- Neuert, J. (2014). *Contemporary Approaches of International Business Management, Economics and Social Research*. Berlin: Epubli GmbH.
- Ngechu, M. (2004). Understanding the research process and methods: An introduction to Research Methods. *Unpublished MBA Thesis, School of Business: University of Nairobi*.
- Ogonge, J. (2013). Relationship between Strategic Planning and Organization's Performance in Non Governmental Organization (NGOs). A Case of Action Aid, Kenya.
- Okumus, F. (2003). A Framework to Implement Strategies in Organizations. *Management Decision* Vol 41, Iss 9, pp 871 - 882.
- Okumus, F. (2013). Towards Strategy Implementation Framework. *International, Journal of Contemporary Hospitality Management*, 137(7):327-38
- Okumus, F.(2001) . Towards a strategy implementation framework", *International Journal of Contemporary Hospitality Management*, Vol. 13 Iss 7 pp. 327-338
- Olson, K., Zanetti, L., & Cunningham, R. (2005). Perspectives on Public Sector. In R. e. al, *Handbook of Strategic Management*. New York: Marcel Dekker

- Ombina F. H, Omoni Y. & Sipili, B. M. (2010). *Leadership and performance beyond expectations*. Collier Macmillan.
- O'Reilly, C. A., Caldwell, D. F., Chatman, J. A., & Lapid, M. (2010). How leadership matters: The effects of leaders' alignment on strategy implementation. *The Leadership Quarterly*, 104–113.
- Osborn, R. N., Hunt, J. G., & Jauch, L. R. (2002). Toward a contextual theory of leadership. *The Leadership Quarterly*, 13(6), 797-837.
- Papadakis, V. M. (2014). Strategic investment decision processes and organizational performance: An empirical examination', *British Journal of Management*, Vol. 9, No. 2, pp. 115-132
- Papadakis, V. M., Thanos, I. C. and Barwise, P. (2010). Research on strategic decisions: Taking stock and looking ahead', in P. Nutt, and D. Wilson (Eds.), *Handbook of Decision Making*, pp. 31-69, Chichester: Wiley.
- Paul, J. A. (2011). Personal and role-related factors in the development of organizational commitment. *Administrative science quarterly*, 555-573.
- Paul, M. M. (2011). *Challenges of strategy implementation; a case study of Kenya Pipeline Company Limited*. Unpublished MBA Project, School of Business, University of Nairobi.
- Pearce, J.A. & Robinson, R.B. (2014). *Strategic Management: Strategy Formulation and Implementation*. Third Edition, Richard D. Irwin Inc
- Pella, A. M., Sumarwan, U., Daryanto, A., & Kibrandoko. (2013). Factors Affecting Poor Strategy Implementation. *Gadjah Mada International Journal of Business*, Vol. 15, No. 2 PP 183 - 204 , 23
- Peppard, J., Galliers, R. D., & Thorogood, A. (2014). Information systems strategy as practice: Micro strategy and strategizing for IS. *J. Strategic Inf. Sys.*, 23(1), 1-10.

- Podolny, J. M., Khurana, R., & Hill-Popper, M. (2005). How to put meaning back into leading. *HBS Working Knowledge*.
- Rajasekar, J. (2014). Factors affecting effective strategy implementation in a service industry: A study of electricity distribution companies in the Sultanate of Oman. *International Journal of Business and Social Science*, 5(9).
- Rajasekar, J. (2014). Factors affecting Effective Strategy Implementation in a Service Industry: A Study of Electricity Distribution Companies in the Sultanate of Oman. *International Journal of Business and Social Science* Vol. 5, No. 9(1), 15.
- Rauf,H., Khan, M, S., Khan, I, Qureshi, A, Q., Ismail,H,M., Latif ,A., & Tahir,M.,(2015)The Styles of Leadership: A Critical Review. *Public Policy and Administration Research* www.iiste.org ISSN 2224-5731(Paper) ISSN 2225-0972(Online) Vol.5, No.3, 2015
- Republic of Kenya (2003). Sector Plan for Health 2013 – 2017
- Robins, K &Coulter, G.A. (2012), *Implementing the balanced scorecard approach to managing hotel operations*, Cornell HRA Quarterly, 2(1), 47-107
- Rolfe P (2011) Transformational leadership theory: what every leader needs to know. *Nurse Leader*. 9, 2, 54-57.
- Rubin, H. J., (2011). *Qualitative interviewing: The art of hearing data*. Sage.
- Saunders, M. Lewis. P., and Thornhill, A.(2012). Research methods for business students. *Harlow, England: Financial Times Prentice Hall*.
- Saunders, M., R., M., & R., S. (2008). Implementing Strategic Initiatives: A Framework of Leading Practices. *International Journal of Operations and Production Management* Vol 28, Iss 11, pp 1095 - 1123, 99.
- Schaap, J.I. (2006). “*Toward Strategy Implementation Success: An Empirical Study of the Role Of Senior – Level Leaders In The Nevada Gaming Industry* “.UNLV Gaming Research And Review Journal, 10, 13 -37

- Schein, E. H. (2010). *Organizational culture and leadership*. (4th ed.). San Francisco: JosseyBass.
- Shin, K.-Y. (2013). *The Executor of Integrated Marketing Communucations Strategy: Marcom Manager's Working Model*. USA: Springer Berlin Heidelberg.
- Smith, K. A.& Kofron, E.A.(2009). Toward a research agenda on top management teams and strategy implementation. *Irish Business and Administrative Research*, Vol. 17, pp. 135-152.
- Smith, K. A., & Kofron, E. A. (2009). Toward a research agenda on top management teams and strategy implementation. *Irish Journal of Management*, 17(1), 135.
- Smith, K. A., & Kofron, E. A. (2009). Toward a research agenda on top management teams and strategy implementation. *Irish Journal of Management*, 17(1), 135.
- Teson, D. V., & Pizam, A. (2013). *Handbook of Hospitality Human Resources Management*. New York: Routledge.
- Thompson, A. A., Gamble, J. E., & Strickland, A. J. (2004). *Strategy: Winning in the workplace*.
- Thompson, A., & Strickland III, A. J. *Crafting & Executing Strategy 19/e: The Quest for Competitive Advantage: Concepts and Cases*. McGraw-Hill Education.
- Thompson, A., & Strickland III, A. J., (2012). *Crafting & Executing Strategy 19/e: The Quest for Competitive Advantage: Concepts and Cases*. McGraw-Hill Education.
- Thompson, Strickland and Gamble, (2015). *Managing Change for Competitive Success*, Blackwell,Oxford.
- Vijayakumar, V. S., & Padma, R. N. (2014). Impact of perceived organizational culture and learning on prganizational identification. *International Journal of Commerce and Management*, Vol. 24 Iss 1 pp. 40 - 62, 22.

- Vinkenburg CJ, van Engen ML, Eagly AH, Johannesen-Schmidt MC (2011) An exploration of stereotypical beliefs about leadership styles: is transformational leadership a route to women's promotion? *The Leadership Quarterly*. 22, 1, 10-21.
- Viviers, W., Saayman, A., & Muller, M. L. (2015). Enhancing a competitive intelligence culture in South Africa. *International Journal of Social Economics*, 32(7), 576-589.
- Wachira, C. M. (2014). *Factors influencing implementation of strategic plan at the Kenya revenue authority* (Doctoral dissertation, University of Nairobi).
- Wambugu, D., Wachira, M., & Mwamba, M. D. (2017). The Effect of Innovation On Service Delivery In The Public Sector In Kenya. *International Journal of Business Strategies*, 2(2), 1-21.
- Wang XH, Howell JM (2010) Exploring the dual-level effects of transformational leadership on followers. *Journal of Applied Psychology*. 95, 6, 1134-1144.
- Wheelen, T. L., & Hunger, J. D. (2012). *Strategic Management and Business Policy Toward Global Sustainability*, ISBN 10
- Yavas, T., Eden, D., Osman, B.J., & Chan, B. (1985). Impact of management styles on follower development and performance: A field experiment. *Academy of management journal*, 45(4).
- Young, R. D. (2001). *Perspectives on Public Budgeting: Budgets, Reforms, Performance-based Systems, Politics and Selected State Experiences*. Center for Governmental Services, Institute for Public Service and Policy Research, University of South Carolina.
- Yukl, Y. (2014), Marketing strategy: new directions for theory and research, *Journal of Marketing*, Vol. 47 No.2, pp.12-25
- Zanetti, L., & Cunningham, R. (2005). Perspectives on Public Sector. In R. e. al, *Handbook of Strategic Management*. New York: Marcel Dekker

Zaribaf, M., & Bayrami, H. (2010). *An Effective Factors Pattern Affecting Implementation of Strategic Plans*. Academic and Business Research Institute

Zyngier, S., Burstein, F., & McKay, J. (2006, January). The role of knowledge management governance in the implementation of strategy. In *System Sciences, 2006. HICSS'06. Proceedings of the 39th Annual Hawaii International Conference on* (Vol. 7, pp. 152c-152c). IEEE.

## Appendix I: Questionnaire

### Section A: Demographic Information

1. What is your gender: Male ☐

Female ☐

2. What is your age bracket (Tick whichever appropriate)

18 – 24 Years ☐

25 - 30 Years ☐

31 - 34 years ☐

35 – 40 years ☐

Over 40 years ☐

3. For how long have you served in the organization?

Less than 2 years	
2 – 5 years	
6 – 10 years	
11 years and more	

4. What is your highest level of education?

Certificate	
Diploma	
Higher National Diploma	
Bachelors	
Masters	
PhD	



5. To what extent has your organization faced challenges in implementing strategic plans at the following levels? Use a scale of 1 to 5 where 1 is to no extent 2 is to low extent, 3 is to moderate extent, 4 is to great extent and 5 is to very great extent.

	5	4	3	2	1
Corporate level					
Business level					
Functional level					
Dynamic level					
Operational level					

## Section B: Main Issues

### Implementation of Strategic Plans

6. Over what period of time has your organization been implementing Strategic Plans?

\_\_\_\_\_ Years.

7. Time frame (planning horizon) for your organization's strategic plans:

Short-term        ( )

Medium-term     ( )

Long-term        ( )

8. On a scale of 1= strongly disagree, 2= disagree, 3= neutral, 4=agree and 5= strongly agree ; indicate the extent to which you agree with each of the following statements regarding effective implementation of strategic plans.

Statement	1	2	3	4	5
Institutionalization of strategy is key to effective implementation of strategic plans					
Effective implementation of strategic plans heavily depends on setting up of proper organizational climate/environment					

Developing of appropriate operational policies is a major determinant of successful implementation of strategic plans.					
Monitoring and evaluation of plans at every step of implementation is important to strategy implementation					
Periodical strategic plan reviews are very important in far as implementation of strategic plan is concerned.					

### Organizational Structure

9. To what extent does organizational structure influence implementation of strategic plans in the Ministry?

Very low extent ☐

Low extent ☐

Moderate ☐

Great extent ☐

Very great extent ☐

10. Please indicate your level of agreement with the statements given below in relation to organizational structure in the Ministry of Lands. Use a scale of 1-5 where 1= strongly disagree, 2= disagree, 3= neutral, 4=agree and 5= strongly agree

	5	4	3	2	1
The organization structure of the organization does not match the strategic change					
The way labour is divided within the organization influences how strategies are implemented					
Tasks and responsibilities are adequately defined					
Radical shifts in organizational design reflect changes happening in the wider social, economic, political and technological environment.					
The new organizational framework required appears to be one that emphasizes flexibility, creativity and participation.					

Strategic managers turn to restructuring as a means of implementing strategic change aimed at improving performance					
Formal organization structure often conflict with the informal social groups					

### Organizational Culture

11. To what extent does organizational culture affect implementation of strategic plans in the Ministry?

Very low extent ☐

Low extent ☐

Moderate ☐

Great extent ☐

Very great extent ☐

12. To what extent do the following facets of organization culture affect implementation of strategic plans in the Ministry? Use a scale of 1 to 5 where 1 is to no extent 2 is to low extent, 3 is to moderate extent, 4 is to great extent and 5 is to very great extent.

	5	4	3	2	1
Lack of understanding of strategic plans implementation					
Customers and staff not fully appreciating the strategy					
Difficulties and obstacles not acknowledged, recognized or acted upon					
Ignoring the day-to-day business imperatives.					
Leadership style of managers					
How managers make decisions					

The dominant values and beliefs, the norms					
Conscious and unconscious symbolic acts taken by leaders (job titles, dress codes, corporate jets, informal meetings with employees)					

13. The challenges of implementation of strategic plans results from lack of cultivation of strong cultural values to meet the changing organizational needs” to what extent do you agree with the statement?

Strongly Agree [ ]

Agree [ ]

Neutral [ ]

Disagree [ ]

Strongly Disagree [ ]

### **Leadership**

14. To what extent does the level of leadership affect implementation of strategic plans in your organization?

Not at all [ ]

Low extent [ ]

Moderate [ ]

Great extent [ ]

Very great extent [ ]

15. What is your level of agreement with the following statements that relate to the effect of level of leadership on implementation of strategic plans in the Ministry? Use a scale of 1-5 where 1= strongly disagree, 2= disagree, 3= neutral, 4=agree and 5= strongly agree.

<b>Effect of level of Leadership on implementation of strategic plans in the Ministry</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
The top management's commitment to the strategic direction itself is the most important factor.					
The top managers must demonstrate their willingness to give energy and loyalty to the implementation process for it to succeed.					

The managers must not spare any effort to persuade the employees of their ideas for strategic plan implementation to be effective.					
Lack of top management backing is the main inhibiting factors					
Lack of manager's commitment to performing their roles leads to the lower ranks of employees missing support and guidance through encouragement of entrepreneurial attributes.					

**Thank you for Your Cooperation and Input!**