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Tele, C. C., & Gachunga, H.

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DETERMINANTS OF STRATEGIC PLANS IMPLEMENTATION IN THE ENERGY SECTOR. A CASE OF GEOTHERMAL DEVELOPMENT COMPANY

Tele, C. C., [1*] & Gachunga, H.[2]
[1*]MBA Scholar, Jomo Kenyatta University of Agriculture & Technology [JKUAT], Nairobi, Kenya
[2]Prof., Ph.D, Lecturer, Jomo Kenyatta University of Agriculture & Technology [JKUAT], Nairobi, Kenya

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ABSTRACT
This study sought to determine the determinants of strategic plan implementation at the Geothermal Development Company in Kenya. A descriptive survey research design was adopted. The 250 staff working with the GDC constituted the study population. A sample of 72 respondents was drawn from the study population using stratified random sampling technique. A set of structured questionnaires were used to collect data. Data analysis was facilitated by the Statistical Package for Social Sciences tool. Both descriptive and inferential statistics were used in the analysis. The descriptive statistics included frequencies, percentages, means, and standard deviations. Inferential statistics incorporated both correlation and regression analyses. The results of the analyses were presented in tables and were accompanied by pertinent interpretations and discussion. The study revealed that resource adequacy, organizational leadership competencies, and organizational culture were significantly correlated with strategic plan implementation ($p < 0.05$). However, the relationship between organizational structure and strategic plan implementation was established not to be statistically significant ($p > 0.05$). Moreover, it was revealed that adequacy of resources was the most important factor that affected implementation of strategic plan at the GDC. The study concluded that among the various examined factors, resource adequacy was the most important whereas organizational structure played only a very minimal role in implementation of strategic plans. To this end, the study recommended that the GDC and other entities in the energy sector ought to avail enough resources, both financial and non-financial, for the activities and/or projects outlined in their strategic plans to be implemented successfully and in accordance with set timelines.

Key Words: *Resource Adequacy, Leadership Competencies, Organizational Culture, Organizational Structure, Strategic Plan Implementation*

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INTRODUCTION

In the economical global marketplace, senior managers are recognizing that one of the key routes to improved organizational performance is implementation of strategic plans (Rhyne, 2005). The strategic policy involves analysis of internal and external environments in order to establish direction and generate strategic plans to achieve set business goalmouths. Such strategic plans define organization position in the market, define responsibilities, direction setting, develop strategies and define implementation and control. Strategies will be carried out to achieve future desired state (Schmenner, 2005). Strategic plans indicate how organization involves moving from a present state, through transition to a future desired state and often accompanied by parallel implementation plans, which outline responsibilities, timelines, resource requirements and organizational or operational changes required in order to deliver on the strategic plan initiatives (Fidler, 2002). Bryson (2011) observed that successful implementation of strategic plans influence organization performance.

The implementation of strategic plans by public corporations help such corporations to think strategically, have a road map to the future, deal effectively with environmental dynamism, build a healthy and lasting political-administration relationship, enhance performance and more so improve service delivery by public corporations (Liou, 2000). According to Steiner (2009) public corporations in Australia emphasize on implementation of strategic plans with the hope that implementation would enhance performance. It is noted that public corporations have the best strategic policies but the policies are not rewarding in respect to service delivery and performance. In Pakistani public organizations, successful strategic plan implementation are based on strategic plan formulation ingredients, internal and external environment on strategy implementation, operational plan and the structure of the corporation. Public corporations in the country therefore has to pay more attention in implementation process where the aforestated must be linked to ensure fruitful implementation process (Sial, Usman, Zufiqar, Satti & Khursheed, 2013).

In Ghana, state owned enterprises such as Ghana Shippers' Authority have strategic plans in place but the plans are not always effectively executed due to lack of appreciation of the essence of strategic planning. It is stated that in the wake of competition and need for growth and better delivery of services, public corporations in the country have seen the need to implement strategic plans. The corporations follow the process used by private entities in formulation and implementation of strategic plans. There are however challenges such as delay in approval process by authorities, delay in release of funds, inadequate skilled workforce and lack of commitment from the leadership among public corporations in Ghana (Atow-Zahir, 2012). In Nigerian context, it is stated that managerial behavior is key to successful strategic management plans implementation for public institutions of learning (Abdulkareem *et al*, 2012).

State corporations in Kenya are under control of the government. The corporations use strategic management which starts from the National Government to line ministries and then to state corporations. The Economic Recovery Strategy for Wealth and Employment Creation (ERSWEC) of 2003-2007 was the first strategic plan for state corporations (Ndoo, 2017). It is stated that successful strategic plan implementation calls for concerted efforts of various stakeholders, adequate budget allocation and technological sufficiency (Chemwei, Leboo & Koech, 2014).

Geothermal Development Company (GDC) was incorporated in December 2008 and mandated to facilitate the realization of the 5,000 MWe additional generation capacity in the next 20 year by assuming the upstream resources assessment risks, facilitate entry of IPP into the geothermal sector and support the Government in fund raising for geothermal development. Prior to forming GDC, KENGEN with its own fund and occasionally funding from the World Bank, European Investment Bank and United Nations development Program (UNDP) undertook all geothermal activities. Independent power producers like Oserian Development Company which is at the neighbourhood of KENGEN at Naivasha supplemented geothermal energy produced by GDC. Geothermal Development Company (GDC) was created in 2008 as a special purpose company that is 100% owned by the government and operating under the Ministry of Energy. The company is tasked with the responsibility of accelerating geothermal development through exploration, appraisal, production, drilling, steam field development and management. Currently geothermal energy is produced by KENGEN and GDC. Vision 2030 envisages that 10000MW of electricity shall be required for the Vision to be realized. Half of the energy shall be geothermal energy (GDC Report, 2012).

Statement of the Problem

State corporations play a very crucial role in delivery of services to the public. Their success is hugely dependent on their strategic plans and more so, on how effectively the plans are implemented. According to records, state corporations including GDC have invested millions of shillings to come up with robust strategic plans. Ideally, given the relatively high projected return on equity (ROE) of 25% and attracting multinational investors and partners (Musembi, 2014), the Company is expected to effectively implement all the strategies enshrined in its strategic plan.

However, the turbulent environment within which GDC operates is characterized by institutional pressures which inhibit the implementation of the firm's strategic plan. There are other internal factors that have aggravated the implementation process. The manifestations of the foregoing challenges are reflected in the 40% success rate in reference to the number of wells drilled over the 2009 – 2014 strategic plan implementation period (GDC, 2012). Over this period, only 83 wells were drilled against the 206 wells projected in the Company's strategic plan. Similarly, the Company managed to utilize only 3 drilling rigs against 12 that had been planned to be used.

Between 2009 and 2014, only 212.5 MW of geothermal power was contributed to the national electric grid against the peak power demand of about 1,200 MW. The development of the next ambitious strategic plan for 2013 – 2017 by GDC in an effort to meet the increased demand of 5,000 MW, still did not meet the expectations envisioned. The foregoing illustrates determinants of strategic plans implementation of the Company. In the same vein the hitherto empirical literature (Onyambu, 2013; Abdalla, 2014; Omoro, 2016; Kariuki, 2017) has fallen short of critically examining the aforementioned determinants. In response, the present study sought to bridge the identified gaps with the view of coming up with findings, conclusions and recommendations that would adequately be informative to pertinent policy makers and practitioners in GDC and the energy sector at large.

Study Objective

The general objective of the study was to determine the determinants of strategic plans implementation at the Geothermal Development Company in Kenya. The specific objectives were:-

- To determine the effect of resource adequacy on strategic plan implementation at Geothermal Development Company
- To examine the effect of organizational leadership competencies on strategic plan implementation at Geothermal Development Company

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- To analyze the effect of organizational culture on strategic plan implementation at Geothermal Development Company
- To establish the effect of organizational structure on strategic plan implementation at Geothermal Development Company

LITERATURE REVIEW

Theoretical Review

Resource Based Theory

This Resource Based theory (RBT) was proposed by Grant (1991). The RBT states that the resources and capabilities possessed by a firm are requisite for its competitive advantage. The theory is a model of a firm performance that focuses on the resources and capabilities controlled by a firm as sources of competitive advantage (Barney & Hesterly, 2008). Resources in this respect are referred to as the assets a firm controls that it can use to conceive and implement its strategies. Capabilities also do play a big role. It is a subset of a firm's resources that will enable a firm to take full advantage of other resources it controls.

The level of resources may limit the range of a firm's strategy implementation (Grant, 2002). This results to firm strategy view, which is an extension of the resources based view, suggests that innovation are a complex bundle of skills and accumulated knowledge, exercised through organizational processes that enable firms to utilize assets and functions as key success factors, cost effectively delivering customer value and deploying resources advantageously. It has also been suggested that strategy implementation enable firms to produce and development of new products that is competitive in the long term and may yield competitive advantage and superior performance (Lu *et al.*, 2010). Organizational strategies had a great significant influence for capabilities as it has the greatest regression coefficient with firm performance. The results disclose that innovative firms have higher sales and exports.

Schein Management Theory

Schein's management theory was proposed by Schein (1985) and advanced in 1992. The theory states that firms have an organizational culture where the basic assumptions shape the value, which in turn shape practices and behaviour that is evident as part of culture. It focuses on the culture within an organization. According to Schein (2010), culture is the primary source of resistance to change within an organization, and an accurate understanding of organizational dynamics begins with recognizing this fact. In this model, culture is indeed shared, but that does not mean that cultural members are in agreement on everything. It is a concept that denotes that when sharing some basic assumptions, makes you a member of that culture. It is of no importance to your membership whether or not you disagree on other subjects. In this way, cultures exits in conceptual peace with subcultures and culture can be thought of as incompletely shared systems of meaning, basic assumptions, in which different coalitions develop over time, leading to different cultural-group compositions as the organization develops.

In order to achieve control through organizational culture, it is necessary to be able to influence internalize the processes that create, sustain and change the individual elements of organizational culture. To that end, Van Wart &Dicke, (2008) has developed a cultural analysis model focusing on organizational culture as processes, and trying to bridge the theoretical gap between competing perspectives (symbolic-interpretive and functional) by presenting a model for the dynamics of organizational culture. According to Schein (2010) the source of the power of organizational culture comes from the basic human need for cognitive stability. The mind needs a stable frame of reference as we try to make sense of

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the world we live in. Organizational culture, by way of the basic assumptions, provides this cognitive framework, and in this sense, provides us with a sense of stability and security. Conversely, this is also why change on the level of basic assumptions is very difficult. Change on this level destabilizes our cognitive frameworks, which induces large quantities of basic anxiety. As such, organizational culture can appropriately be thought of as a cognitive defense mechanism. Therefore, the management of organizational culture, as explained in Schein's terms (2010), is the management of the values and motivations.

The Higgins's Eight (8) S Model

The Higgin's Eight S model was proposed by Higgins (2005). The model states that the executives of an organization must align the cross-functional organizational factors, which include structure, system and processes, leadership style, staff, resources and shared values with the new strategy so that the chosen strategy can succeed. All these factors are encapsulated in the eight S model are vital for successful strategy execution. It is also stated that key here is that all the factors falling in the Contextual Seven S's must be aligned to achieve best possible strategic performance (Higgins, 2007). Importantly organization's arrows should be pointing in the same direction that is they should be aligned with one another.

Change in strategic purpose leads to change in strategy. Strategic purpose includes strategic intent, vision, focus, mission, goals and strategic objectives. There are four types of strategies named by Higgins as; corporate, business, functional, and process strategies. In the systems and processes, the category 'systems' refers to all the procedures, formal and in-formal, that help the organization to function on a daily basis (Waterman *et al.,* 1980). Higgins (2005) has described systems and processes by stating that systems and process enable an organization to execute daily activities. Hence, this element is about the formal and informal procedures used in an organization to manage information systems, planning systems, budgeting and resource allocation systems, quality control systems and reward systems.

Contingency Theory

Contingency theory was proposed by Fiedler (1967). The theory is a class of behavioral theory that states that there is no best way to organize a corporation, to lead a company or to make decisions. There is no exact science to organizational behavior. Instead, the optimal course of action is contingent (dependent) upon the internal and external situations. Contingency theory (Johnsen, 2005) states that complex organizations use performance measurement to reduce uncertainty and for legitimacy. Historically, contingency theory has sought to formulate broad generalizations about the formal structures that are typically associated with or best fit the use of different technologies. The perspective originated with the work of Joan Woodward in 1958 who argued that technologies directly determine differences in such organizational attributes as span of control, centralization of authority, and the formalization of rules and procedures. Proponents of this theory argue that the best way to organize depends on the nature of the environment to which the organization must relate.

Organizations are open systems that need careful management to satisfy and balance internal needs and to adapt to environmental circumstances. There is no one best way of organizing. The appropriate form depends on the kind of task or environment one is dealing with. Management must therefore be concerned, above all else, with achieving alignments and good fits. Different types of organizations are needed in different types of environments. In the current study, contingency theory was applicable in emphasizing on the environment in which strategy implementation take place. In order to affect strategic plan implementation performance, the environmental factors that will influence strategic plan implementation need to be understood. This implies that effective implementation of the Company's strategic plan is contingent to (subject to) the regulations and Acts that regulate state corporations in Kenya.

Stakeholder theory

Stakeholder theory was proposed by Freeman (1984). The theory holds that it is imperative to involve various entities who have a stake or interest in an organization in running of that organization. The study also relies on the stakeholder theory which tries to explain the importance of stakeholder's involvement in strategy implementation. The typical stakeholders are considered to be consumers, suppliers, government, competitors, communities, employees, and of course, stockholders, although the stakeholder map of any given corporation with respect to a given issue can become quite complicated (Carroll, 1996). Stakeholder management involves taking the interests and concerns of these various groups and individuals into account in arriving at a management decision, so that they are all satisfied at least to some extent, or at least that the most important stakeholders with regard to any given issue, are satisfied.

The very purpose of the firm is to serve and coordinate the interests of its various stakeholders, and it is the moral obligation of the firm's managers to strike an appropriate balance among stakeholder interests in directing the activities of the firm. Each stakeholder has identifiable interests that must be taken into account by the manager in arriving at a responsible and effective decision. The inclusion of stakeholders is critical in leading to the successful implementation of the GDC's strategic plan.

Empirical Review

Resource Adequacy and Strategic Plan Implementation

Adequacy of resources, therefore, refers to not only the availability but also the sufficiency of an array of resources (Fidler, 2002). These may be financial or non-financial resources or both whose availability and sufficiency is imperative for strategic plans to be implemented successfully. Adequacy of skilled workforce through training is stated to be of paramount importance in implementation of strategic plans in public corporations (Abdulkareem *et al*, 2012; Khuzwayo, 2014).

A study conducted by Abramov, Radygin and Chernova (2017) analyzed the state ownership and efficiency characteristics in Russia. The main objective of the study was to examine the influence of state participation in the ownership structure of companies on their financial efficiency. The study adopted the sampling method. According to the study a change in the profitability of private companies is characterized by a significance dependence on the movement of labor productivity characteristics.

Leadership Competencies and Strategic Plan Implementation

Leadership competencies revolved around leadership styles. According to Beer and Eisenstat (2000), organizational leadership competencies are style, skills and expertise of the managers in relation to implementation of strategic plans. These competencies encapsulate levels of transparency, integrity and innovativeness of managers or leaders in an organization. On the same vein, O'Regan and Ghobadian (2002) hold the view that strategic leaders should set goals and also express commitment to share vision for strategic plans of their respective organizations.

A study conducted by Rajasekar (2014) assessed the factors affecting effective strategy implementation in a service industry. A case study of electricity

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distribution companies in the sultanate of Oman. The objective of the study was to determine the strategy implementation process followed in the electricity distribution companies in Oman. The study found out that leadership style affects strategy implementation by maintaining focus, being visionary, and acting as a driver for change management necessitated by the new strategy. The study also found out that poor leadership resulted in lack of focus, less commitment by staff, missteps in activities coordination and improper allocation of resources. The study therefore concluded that leadership is far by the most vital factor that influences successful strategy implementation in the electricity companies in Oman

Organizational Culture and Strategic Plan Implementation

The norms and codes of conduct that define how employees of an organization ought to conduct themselves define organizational culture (Mussachio *et al*., 2015). There certain aspects that characterize the said culture. The employees of an organization may exhibit resistance to change, loyalty, commitment, values and norms. It is further postulated that the culture of an organization should be factored in and incorporated in the implementation process of strategic plans. This is due to the fact that, organizational culture is paramount in making decisions, and also assigning roles and responsibilities to key players in the strategic plan implementation.

A study conducted by Quy (2010) examined the organizational culture of privatized firms and state owned enterprises in Vietnam. The study main focus was to examine the organizational culture of state-owned enterprises and private firms and therefore study whether or not the difference in organizational culture between the two company groups exists. The study used questionnaires to collect data. According to the study there is no difference in integration orientation and performance orientation between private firms and state owned enterprise hence implying that that there are many cultural dimensions existing together in an organization and the ownership structure could be the predictor of organizational culture.

Organizational Structure and Strategic Plan Implementation

According to Higgins (2007), organizational structure refers to the framework that outlines the job design, job description, reporting lines and also hierarchy within an organization. Implementation of strategic plans is dependent on various factors which include among others, internal processes and structure (Johnson & Scholes, 2002). Sial *et al*, (2013) add that successful strategic plan implementation in public organizations is influenced, to a significant extent, by the structure of the corporation. Pearce and Robinson (2002), asserted that organizational structure is one the components of the McKinsey's 7S framework, which is important in successful strategy implementation.

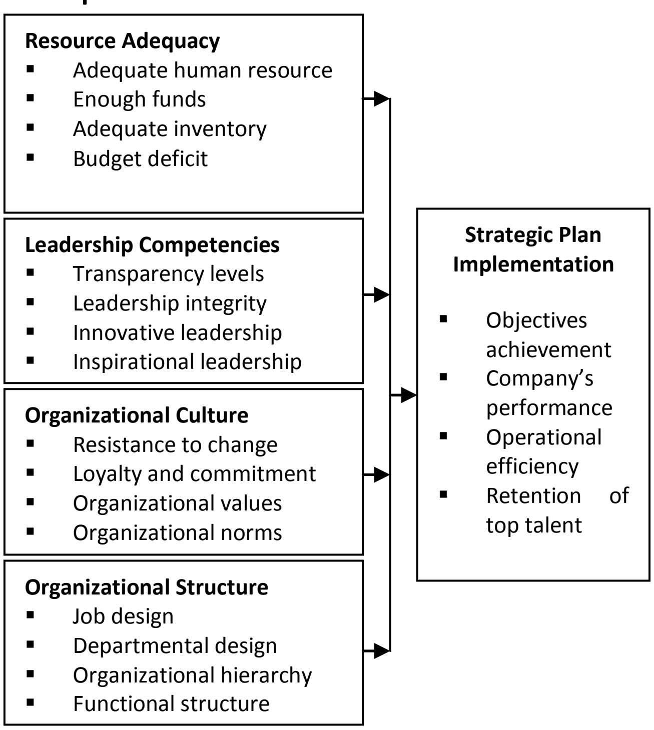
A study conducted by Al-Qatawneh (2014) analyzed the impact of organizational structure on organizational commitment hence drawing a comparison between public and private sector firms in Jordan. The main objective of the study was to examine the impact of organizational structure on organizational commitment in public and private sectors in Jordan. Samples of valid questionnaires were used to obtain data in the study.

Strategic Plan Implementation in State Corporations

Strategic plans which are a set of concepts, procedures and accompanying tools desgined for use by managers as blueprint to ensuring successful and timely realization of organizational objectives, goals, mission and vision (Bryson, 2011), are very important to every organization, their sector and scope notwithstanding. According to Schmenner (2005), the implementation of strategic plans involves the communication, interpretation, embracing, and also enactment of strategic plans. On the same perspective, Rhyne (2005) holds that performance of an organization is largely influenced by implementation of its strategic plan.

A study conducted in by Rajasekar (2014) investigated the factors affecting effective strategy implementation in a service industry. The study was a case of electricity distribution companies in the sultanate of Oman. The study considered 5 electricity companies in Oman using survey method and questionnaires in data collection. Data was analyzed using descriptive statistics and SPSS version 20. The study found out that information availability and relevancy, organizational structure and leadership had a positive impact on strategy implementation process. The study further concluded that leadership is the most important factor that influenced successful strategy implementation in the Omanian electricity and distribution companies.

Conceptual Framework



Independent Variables **Dependent Variable**

Figure 1: Conceptual Framework

Source: Author (2019)

METHODOLOGY

This research study adopted a descriptive survey design. According to Cooper and Schindler (2003), the descriptive survey method focuses on finding out who, what, where, when and how much. The target population comprised the staff working with the GDC in Kenya. The study population mirrored the target population and included the 250 staff working at the Company. The study adopted stratified random sampling technique to select respondents who were representative the study population. The data was analyzed using the Statistical Package for Social Sciences (SPSS) Version 24.0. The regression model adopted was illustrated below.

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

Where

Y represents 'strategic plan implementation'

X_1 represents 'resource adequacy'

X_2 represents 'leadership competencies'

X_3 represents 'organizational culture'

X_4 represents 'organizational structure'

B_0 represents 'constant'

β_1, β_2, β_3, β_4, and β_5 represent 'regression coefficients for predictor variables'

ε represents 'margin of error'

The research hypotheses were tested at 95% confidence level. The results of the analyses were presented in tables and were accompanied by pertinent interpretations and discussions.

FINDINGS

Staff Involvement in Strategic Plan Implementation

The findings shown in Table 1 revealed that all the top management staff are involved in the implementation of the strategic plan either to a large extent (12 out of 16) or to a very large extent (4 out of 16). All middle level and lower level managers were moderately involved in the aforesaid implementation. According to the study findings supervisors were only slightly involvement in strategic plan implementation.

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However, it was revealed that two thirds (66.7%) of the general staff did not participate in the implementation process of the strategic plan at all. The results thus implied that the higher the rank of the GDC staff, the more the level of involvement in strategic plan implementation, while the reverse was equally true.

28.6% of the participating staff working at GDC were either moderately or slightly involved in the company's strategic plan implementation. Additionally, 21.4% were largely involved while 14.3% were not involved in strategic plan implementation at all. The study further noted that only 7.1% of the participating staff were, to a very large extent involved in strategic plan implementation. Impliedly, not all of the company management was involved in strategic plan implementation. There were specific staff that were differently involved in the implementation of the company strategic plan.

Table 1: Involvement of Staff in Strategic Plan Implementation

		Extent of Involvement in Strategic Plan Implementation					
		Very large extent	Large extent	Moderate extent	Slightly	Not at all	**Total**
Rank in GDC	Top level manager	4	12	0	0	0	**16**
	Middle level manager	0	0	8	0	0	**8**
	Lower level manager	0	0	8	0	0	**8**
	Supervisor	0	0	0	12	0	**12**
	General staff	0	0	0	4	8	**12**
Total		**4**	**12**	**16**	**16**	**8**	**56**

Resource Adequacy

The views of the sampled staff in regard to resource adequacy and in the context of strategic plan implementation at GDC were evaluated. The results to this effect were shown in Table 2. It was noted that all (100.0%) the participating staff concurred that the company had adequate and sound structures and systems to ensure effective strategic plan implementation. Moreover, all (100.0%) the respondents agreed that GDC had sufficient equipment and machinery to execute activities and/or operations stipulated in its strategic plan. On one hand, 57.1% were in admission to the opinion that there was inadequacy of funds to successfully implement the company's strategic plan, on the other hand, 42.9% disagreed with the view. A total of 42.9% of the respondents agreed that in every financial year, GDC had a budget deficit in regard to implementation of its strategic plan. However, 57.1% disputed the foregoing assumption. It was discovered that 57.1% of the sampled staff admitted that GDC had adequate human resources for implementing its strategic plan, howbeit, 42.9% disagreed with the stated proposition. It was illustrated that most (64.3%) disputed the opinion that the company had a significant shortage of skilled personnel needed to effectively implement its strategic plan. The findings were consistent to those of Odundo (2012) who established that resource availability has a significant effect on the relationships between the extent of implementation of strategic plans and their financial performance and their effectiveness on the other hand.

The study noted that the surveyed staff averagely agreed to the views that the GDC had adequate and sound structures and systems to ensure effective strategic plan implementation (mean = 4.43); and

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that company had sufficient equipment and machinery to execute activities and/or operations stipulated in its strategic plan (mean = 4.43). In relation to the foregoing perspectives, the respondents held close opinions (std dev = 0.499). Furthermore, respondents were unsure of the notions that there was inadequacy of funds to successfully implement the company's strategic plan (mean = 3.21); and that in every financial year, the company had a budget deficit in regard to implementation of its strategic plan (mean = 3.14). The respondents, more so, showed differing views in respect of the foregoing propositions (std dev > 1.000). Moreover, respondents were indifferent of the argument that GDC had adequate human resources for implementing its strategic plan (mean = 2.93). Their responses in relation to the aforestated view were largely differing (std dev = 1.110). The study established that it was generally disagreed that the company had a significant shortage of skilled personnel needed to effectively implement its strategic plan (mean = 2.43). Their views regarding the aforementioned notions were divergent (std dev = 1.110). A study by Khuzwayo, 2014) concurs with the findings by revealing that adequacy of skilled workforce is of paramount importance in implementation of strategic plans.

Table 2: Descriptive Statistics for Resource Adequacy

	n	SA	A	N	D	SD	Mean	Std. Dev.
The Company has adequate and sound structures and systems to ensure effective strategic plan implementation	56	42.9	57.1	0	0	0	4.43	.499
GDC has sufficient equipment and machinery to execute activities and/or operations stipulated in its strategic plan	56	42.9	57.1	0	0	0	4.43	.499
There is inadequacy of funds to successfully implement the Company's strategic plan	56	7.1	50.0	0	42.9	0	3.21	1.091
Every financial year, GDC has a budget deficit in regard to implementation of its strategic plan	56	28.6	14.3	0	57.1	0	3.14	1.368
GDC has adequate human resources for implementing its strategic plan	56	7.1	50.0	0	42.9	0	2.93	1.110
The Company has a significant shortage of skilled personnel needed to effectively implement its strategic plan	56	0	7.1	28.6	64.3	0	2.43	.628

Leadership Competencies

The participating staff working with GDC were asked to respond to the statements in relation to leadership competencies in the scope of strategic plan implementation. The descriptive results indicated in Table 3 showed that all (100.0%) the participating staff concurred with the opinions that the GDC management took the initiative to ensure effective strategic plan implementation and that the top management fostered strong teamwork in implementation of the strategic plan. The finding was consistent to that of Momanyi and Juma (2015) who found out that leadership involvement has a positive relation with strategy implementation. His findings similarly found that teamwork and motivation of employees lead to successful strategy implementation. It was also absolutely agreed, by all (100.0%) the respondents that the company observed high level of integrity in implementing its strategic plan and that the top leadership effectively communicated to the employees on how to successfully implement the strategic plan.

In addition, majority (92.9%) of the participating staff admitted to the views that the GDC's leadership was highly innovative and that the company's leadership had requisite insight into the firm's strategic plan. Furthermore, 85.7% disputed the assertion that GDC's leadership exhibited low level of transparency in implementing the strategic plan. On the same note, 92.9% of the respondents disagreed that the top leadership hardly won the trust and confidence of the staff in strategic plan implementation. All (100.0%) the sampled staff collectively disagreed that the top management rarely inspired the rest of employees regarding how to effectively implement the company's strategic plan.

It was also noted that the sampled staff agreed to the views that the management took the initiative to ensure effective strategic plan implementation (mean = 4.50); and that the top management fostered strong teamwork in implementation of the strategic plan (mean = 4.43). The results showed a high degree of similarity in the way the respondents addressed the foregoing assertions (std dev < 1.000). On the same vein, the respondents admitted that GDC observed high level of integrity in implementing its strategic plan and that the top leadership effectively communicated to the employees on how to successfully implement the strategic plan (mean = 4.36). Consistently Beer and Eisenstat (2000), observes that organizational leadership competencies encapsulate levels of transparency, integrity and innovativeness of managers or leaders in an organization. The respondents' opinions in connection with the stated arguments were generally similar (std dev = 0.483). Moreover, it was agreed that the GDC's leadership was highly innovative (mean = 4.29); and that the company's leadership had requisite insight into the firm's strategic plan (mean = 4.21). In regard to the aforestated assumptions, respondents held closely related views (std < 1.000).

The notions that GDC's leadership exhibited low level of transparency in implementing the strategic plan (mean = 2.00); and that the top leadership hardly won the trust and confidence of the staff in strategic plan implementation (mean = 1.86) were disputed by the respondents. Their responses relating to the mentioned propositions were similar (std dev < 1.000). It was discovered that the sampled staff disagreed that the top management rarely inspired the rest of employees regarding how to effectively implement the company's strategic plan (mean = 1.64). The participating staff showed similarity in responding to the stated assertion (std dev < 0.483). Consistent to the study findings, a study by Ngosi (2015) found that leadership provides a clear sense of purpose, direction inspiration in the implementation of organizational strategic plans.

Table 3: Descriptive Statistics for Leadership Competencies

	n	SA	A	N	D	SD	Mean	Std. Dev.
The management takes the initiative to ensure effective strategic plan implementation	56	50.0	50.0	0	0	0	4.50	.505
The top management fosters strong teamwork in implementation of the strategic plan	56	42.9	57.1	0	0	0	4.43	.499
GDC observes high level of integrity in implementing its strategic plan	56	35.7	64.3	0	0	0	4.36	.483
The top leadership effectively communicates to the employees on how to successfully implement the strategic plan	56	35.7	64.3	0	0	0	4.36	.483

The GDC's leadership is highly innovative	56	35.7	57.1	7.1	0	0	4.29	.594
The Company's leadership has requisite insight into the firm's strategic plan	56	35.7	57.1	0	7.1	0	4.21	.780
GDC's leadership exhibits low level of transparency in implementing the strategic plan	56	0	14.3	0	57.1	28.6	2.00	.934
The top leadership hardly wins the trust and confidence of the staff in strategic plan implementation	56	0	7.1	0	64.3	28.6	1.86	.749
The top management rarely inspires the rest of employees regarding how to effectively implement the Company's strategic plan	56	0	0	0	64.3	35.7	1.64	.483

Organizational Culture

The study also assessed the opinions of the respondents in respect of the organizational culture at GDC. The results as illustrated in Table 4 demonstrated that all (100.0%) the surveyed staff working with the company concurred that there were reliable and effective communication channels within the company. It was also agreed, by 92.9% of the respondents that the company had strong values upon which the strategic plan was implemented. More so, a substantive number (78.5%) registered their agreement with the argument that employees' knowledge and ability were reconciled with the object of ensuring effective strategic plan implementation. A half (50.0%) of the respondents were in admission to the view that there were no specific norms that guided implementation of the company's strategic plan, the other half disputed the view. It was also noted that most (71.4%) of the respondents disagreed that employees exuded low loyalty and commitment towards strategic plan implementation. The opinion that GDC's employees strongly resisted change occasioned by strategic plan implementation was equally disagreed but by all (100.0%) the respondents.

The study established that, on average, it was concurred that there were reliable and effective communication channels within the company (mean = 4.43); and that the company had strong values upon which the strategic plan was implemented (mean = 4.21). In relation to the aforestated assertions, the respondents' views were related (std dev < 1.000). It was discovered that respondents admitted that employees' knowledge and ability were reconciled with the object of ensuring effective strategic plan implementation (mean = 3.79). Similarly, their opinions were also closely related (std dev = 0.680).

The study further indicated that respondents were unsure that there were no specific norms that guided implementation of GDC's strategic plan (mean = 2.57). The respondents' opinions regarding the foregoing view were diverse (std dev = 1.463). Moreover, the findings demonstrated that respondents were generally in disagreement that employees exuded low loyalty and commitment towards strategic plan implementation (mean = 2.43). Their responses regarding the stated view were largely divergent (std dev = 1.248). In the same breadth, the sampled staff disagreed that the company's employees strongly resisted change occasioned by strategic plan implementation (mean = 1.57). The respondents opinions on the aforementioned assertion were generally similar (std dev = 0.499). Consistent to the findings, Omoro (2016) also found that found that strategic leadership role stirs commitment among people in the culture organization and embrace change and therefore implement strategies specifically meant for the achievement of the strategic vision.

Table 4: Descriptive Statistics for Organizational Culture

	n	SA	A	N	D	SD	Mean	Std. Dev.
There are reliable and effective communication channels within the GDC	56	42.9	57.1	0	0	0	4.43	.499
The Company has strong values upon which the strategic plan is implemented	56	35.7	57.1	0	7.1	0	4.21	.780
Employees' knowledge and ability are reconciled with the object of ensuring effective strategic plan implementation	56	7.1	71.4	14.3	7.1	0	3.79	.680
There are no specific norms that guide implementation of GDC's strategic plan	56	0	50.0	0	7.1	42.9	2.57	1.463
Employees exudes low loyalty and commitment towards strategic plan implementation	56	7.1	21.4	0	50.0	21.4	2.43	1.248
GDC's employees strongly resist change occasioned by strategic plan implementation	56	0	0	0	57.1	42.9	1.57	.499

Organizational Structure

The results regarding assertions on organizational structure in tandem with strategic plan implementation were outlined in Table 5. The findings showed that the respondents (100.0%) admitted that GDC had a functional structure which enhanced implementation of the company's strategic plan and that there was clear authority designation at the company which eased implementation of the strategic plan. Consistent to the findings, Al-Qatawneh (2014) revealed that all structures dimensions are related to organization commitment and implementation of organizations plans.

Similarly, all (100.0%) the surveyed staff working at GDC concurred that there was a well-laid down organizational hierarchy at the company and that clear coordination within and across departments catalyzed strategic plan implementation. A majority (64.3%) of the respondents disagreed that the company had a complex departmental design which inhibited strategic plan implementation. Accordingly, all (100.0%) the respondents absolutely disputed that the job design including division of labour was an impediment to GDC's strategic plan implementation.

Moreover, it was agreed that GDC had a functional structure which enhanced implementation of the company's strategic plan and that there was clear authority designation at the company which eased implementation of the strategic plan (mean = 4.36). The participating staff, in addition, displayed an element of similarity in responding to the foregoing notions (std dev = 0.483). It was also admitted to the opinions that there was a well-laid down organizational hierarchy at the company (mean = 4.29); and that clear coordination within and across departments catalyzed strategic plan implementation (mean = 4.14). The respondents' opinions, moreover, were closely related in respect of the stated assumptions (std dev < 1.000).

It was disputed that GDC had a complex departmental design which inhibited strategic plan implementation (mean = 2.43). The respondent' views relating to the stated arguments were divergent (std dev = 1.248). The assumption that the job design including division of labour was an impediment to GDC's strategic plan implementation was largely disagreed (mean = 1.64). The surveyed staff, in regard to the assertion displayed similarity in their responses (std dev = 0.483). Consistently Olajide (2015) revealed that there is a correlation between organizational structure and components of job satisfaction which facilitates implementation of organization s strategic plans.

Table 5: Descriptive Statistics for Organizational Structure

	n	SA	A	N	D	SD	Mean	Std. Dev.
GDC has a functional structure which enhances implementation of the Company's strategic plan	56	35.7	64.3	0	0	0	4.36	.483
There is clear authority designation at the GDC which eases implementation of the strategic plan	56	35.7	64.3	0	0	0	4.36	.483
There is a well-laid down organizational hierarchy at the GDC	56	28.6	71.4	0	0	0	4.29	.456
Clear coordination within and across departments catalyses strategic plan implementation	56	14.3	85.7	0	0	0	4.14	.353
GDC has a complex departmental design which inhibits strategic plan implementation	56	0	35.7	0	35.7	28.6	2.43	1.248
The job design including division of labour is an impediment to GDC's strategic plan implementation	56	0	0	0	64.3	37.5	1.64	.483

Strategic Plan Implementation

Lastly, the study sought the views of the respondents in regard to strategic plan implementation in GDC. Their responses are demonstrated in Table 6. The results showed that all the 56 respondents representing 100.0% admitted that the company's objectives were progressively achieved in tandem with the strategic plan implementation. Additionally, 92.9% agreed that since the strategic plan implementation commenced, the company's performance had gradually improved. The findings were consistent to those of Bryson (2010) who found out that strategic planning and implementation is the way to enhance the fulfillment of organizational mission and vision. Moreover, all (100.0%) the respondents were in agreement that the company pride in improved operational efficiency in line with the strategic plan implementation.

A significant number (57.1%) admitted that the company had managed to retain its top talents since the plan started being implemented while the rest (42.9%) were unsure of the assertion. Moreover, 57.1% of the respondents consented that the company's governance had remarkably declined since the commencement of the strategic plan implementation, however, 42.9% disputed the view. The study results further showed that all (100.0%) absolutely disagreed with the opinion that the competency of board members had stagnated even after starting implementing the company's strategic plan.

It was revealed that respondents agreed that the company's objectives were progressively achieved in tandem with the strategic plan implementation (mean = 4.07); and that since the strategic plan implementation commenced, the company's performance had gradually improved (mean = 3.93). The respondents held closely related views in respect of the foregoing assertions (std dev = 0.260). It was also admitted that the company took pride in improved operational efficiency in line with the strategic plan implementation (mean = 3.93); and that the company had managed to retain its top talents since the plan started being implemented (mean = 3.57). The findings showed that the respondents' views relating to the said assumptions were generally similar (std dev < 1.000). Similarly a study conducted by Owolabi, Makinde (2012) found that revealed that there was a significant positive correlation between strategic planning and corporate performance.

The surveyed staff were indifferent of the assertion that the company's governance had remarkably declined since the commencement of the strategic plan implementation (mean = 2.86). In regard to the foregoing view, the respondents held divergent opinions (std dev = 1.368). It was noted that respondents disagreed that the competency of board members had stagnated even after starting implementing the company's strategic plan (mean = 1.57). Their views relating to the stated assertion were closely related (std dev = 0.499).

Table 6: Descriptive Statistics for Strategic Plan Implementation

	N	SA	A	N	D	SD	Mean	Std. Dev.
The Company's objectives are progressively achieved in tandem with the strategic plan implementation	56	7.1	92.9	0	0	0	4.07	.260
Since the strategic plan implementation commenced, the Company's performance has gradually improved	56	0	92.9	7.1	0	0	3.93	.260
The Company prides in improved operational efficiency in line with the strategic plan implementation	56	42.9	57.1	0	0	0	3.93	.260
The Company has managed to retain its top talents since the plan started being implemented	56	0	57.1	42.9	0	0	3.57	.499
The Company's governance has remarkably declined since the commencement of the strategic plan implementation	56	0	57.1	0	14.3	28.6	2.86	1.368
The competency of Board members has stagnated even after starting implementing the Company's strategic plan	56	0	0	0	57.1	42.9	1.57	.499

Inferential Analysis

Table 7: Correlation between Resource Adequacy and Strategic Plan Implementation

		Strategic Plan Implementation
Resource Adequacy	Pearson Correlation	.940**
	Sig. (2-tailed)	.000
	n	56

**. Correlation is significant at the 0.01 level (2-tailed).

Table 8: Correlation between Leadership Competencies and Strategic Plan Implementation

		Strategic Plan Implementation
Leadership Competencies	Pearson Correlation	.427**
	Sig. (2-tailed)	.001
	n	56

**. Correlation is significant at the 0.01 level (2-tailed).

Table 9: Correlation between Organizational Culture and Strategic Plan Implementation

		Strategic Plan Implementation
Organizational Culture	Pearson Correlation	.315*

	Sig. (2-tailed)	.018
	n	56

*. Correlation is significant at the 0.05 level (2-tailed).

Table 10: Correlation between Organizational Structure and Strategic Plan Implementation

		Strategic Plan Implementation
Organizational Structure	Pearson Correlation	.243
	Sig. (2-tailed)	.071
	n	56

Table 11: Regression Weights for Overall Model

Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.943[a]	.889	.881	.13977

a. Predictors: (Constant), Organizational Structure, Leadership Competencies, Resource Adequacy, Organizational Culture

Table 12: Results for Test of Significance

Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	7.996	4	1.999	102.318	.000[a]
	Residual	.996	51	.020		
	Total	8.992	55			

a. Predictors: (Constant), Organizational Structure, Leadership Competencies, Resource Adequacy, Organizational Culture

b. Dependent Variable: Strategic Plan Implementation

Table 13: Results for Overall Model

	Unstandardized Coefficients		**Standardized Coefficients**			**Collinearity Statistics**	
Model	**B**	**Std. Error**	**Beta**	**t**	**Sig.**	**Tolerance**	**VIF**
1 (Constant)	-3.137	.340		-9.238	.000		
Resource Adequacy	1.623	.117	1.014	13.915	.000	.409	2.445
Leadership Competencies	-.100	.080	-.071	-1.250	.217	.671	1.490
Organizational Culture	-.099	.090	-.089	-1.093	.279	.328	3.047
Organizational Structure	-.006	.018	-.024	-.308	.759	.372	2.685

a**. Dependent Variable: Strategic Plan Implementation**

CONCLUSIONS

It was concluded that Geothermal Development Company had adequate and sound structures and systems to ensure effective strategic plan implementation. The company had sufficient equipment and machinery to execute activities and/or operations stipulated in its strategic plan. In addition, it was concluded that the company had adequate human resources for implementing its strategic plan. The study further inferred that the company did not have adequate funds to successfully implement its strategic plan. Adequacy of resources in respect of machinery, equipment, personnel and finances was concluded key to successful strategic plan implementation.

It was inferred that the leadership of GDC took the initiative to ensure effective strategic plan implementation, fostered strong teamwork and offered effective communication in implementation of the strategic plan. It was further concluded that the company observed high level of integrity in implementing its strategic plan. The leadership of the company was highly innovative and had requisite insight into the firm's strategic plan. Effective leadership was noted to be fundamental in ensuring the strategic plan was implemented successfully by offering guidance, insight and coordination.

The study concluded that the company laid out reliable and effective communication channels. More so, it has strong values upon which the strategic plan was implemented. Furthermore, it was inferred that employees' knowledge and ability were reconciled with the aim of ensuring effective strategic plan implementation. Organizational culture was noted to pave way to strategic plan implementation at the company by ensuring that elements of the company worked effectively towards successful strategic plan implementation.

The study inferred that GDC had a functional structure which enhanced implementation of the company's strategic plan. It was also noted that authority was clearly defined at the company, which eased implementation of the strategic plan. The study further inferred that there was a well-laid down organizational hierarchy with clear coordination within and across departments. The foregoing catalyzed strategic plan implementation. The study also inferred that there was a likelihood that organizational structure would positively enhance strategic plan implementation though in a minimal way.

RECOMMENDATIONS

The activities of Geothermal Development Company such as surface studies, feasibility studies, exploration and drilling for the geothermal resource are capital intensive. The aspirations of such a company cannot be realized if funds are inadequate to carry out such activities. The study therefore recommends that the government through the National treasury should provide adequate and timely finances in order to ensure that the strategic plans of the company are successfully implemented. The company should see to it that fund allocated to strategic plans implementation are adequate.

Leadership in implementation of strategic plan is key since it provides guidance and direction. It is recommended that the management of Geothermal Development Company ought to ensure that strategic plans are implemented in line with company goals. The goals and objectives should be overseen proactively by the management with focus and in a structured manner. There is need to create effective communications and feedback mechanism to guide directions and actions by relating what is happening to what should be happening.

Culture defines how and why activities are executed the way they are executed in an organization. The study recommends that the company should revisit the elements of culture that may hinder successful strategic plan implementation. The company should develop a culture that includes all the staff in the strategy planning process since they will give their best in the strategy implementation through creation of ownership and support.

It was also recommended that the organizational structure of Geothermal Development Company in terms of job description and design, reporting hierarchy and coordination between departments should be enhanced in order to ensure successful strategic plan implementation. The structure should be assessed to determine its functionality or any conflicting roles. The structure should be one that accommodates new strategic direction.

Areas of Further Research

It was recommended that further research should be conducted in the following areas: Influence of leadership styles on successful implementation of strategic plans in State corporations; Relationship between cultural change and effective implementation of strategic plans in state corporations; Relationship between sources of resources and successful implementation of strategic plans in state corporations; Effect of sources of resources in implementation of strategic plans in state corporations and the Effect of communication within the structure of an organization on implementation of strategic plans in state corporations.

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