



FACTORS AFFECTING IMPLEMENTATION OF STRATEGIC PLANS AT WELLCOME TRUST RESEARCH PROGRAMME

Mnjama, M. D., & Koech, P.

FACTORS AFFECTING IMPLEMENTATION OF STRATEGIC PLANS AT WELLCOME TRUST RESEARCH PROGRAMME

Mnjama, M. D.,^{1*} & Koech, P.²

^{1*}Master Scholar, Jomo Kenyatta University of Agriculture & Technology [JKUAT], Mombasa, Kenya

²Ph.D, Lecturer, Jomo Kenyatta University of Agriculture & Technology [JKUAT], Mombasa, Kenya

Accepted: April 30, 2019

ABSTRACT

The general objective of this study was to investigate factors affecting implementation of strategic plans at Wellcome Trust Research Programme (WTRP). The study employed a descriptive research design. The accessible population included top and middle level managers. Data was collected through structured questionnaires. The study concluded that different leadership styles were practiced at WTRP namely: bureaucratic leadership style, autocratic leadership style and democratic leadership style. Laissez-faire leadership style was not practiced. There existed positive significant relationship between organizational leadership style and implementation of strategic plans at WTRP. WTRP had proper leadership that was committed to the implementation of the strategic plan and they were actively involved in the monitoring and evaluation of the implementation of the strategic plan. However, organizational leadership did not motivate employees to implement the strategic plan. There existed a positive significant relationship between organization communication and implementation of strategic plans at WTRP. Communication channels influenced the rate of strategy plan implementation. However, WTRP lacked effective communication channel and feedback mechanisms with regards to implementation of its strategic plans. There existed a negative and insignificant relationship between organisational culture and implementation of strategic plans at WTRP. However, WTRP had conducive work environment for implementation of its strategic plans and organizational values and beliefs were aligned to the strategic plan of the organization. There existed a positive significant relationship between financial resource allocation and implementation of strategic plans at WTRP. WTRP had adequate financial resources for implementation of its strategic plans and it disbursed funds on time to ensure proper implementation of its strategic plans. The study recommended that: there should be open and effective communication channels as well as feedback mechanisms because communication channels determined the speed of implementation of the strategic plan among others.

Key words: *organizational leadership style, communication style, organizational culture, financial resource allocation, strategic plans*

CITATION: Mnjama, M. D., & Koech, P. Factors affecting implementation of strategic plans at Wellcome Trust Research Programme. *The Strategic Journal of Business & Change Management*, 6 (2), 892 –913.

INTRODUCTION

Implementation of a strategic plan is an operation-oriented as well as a “make-things happen” activity aimed at performing core business activities in a strategy-supportive manner. This makes it the most demanding and time-consuming part of strategic management since it involves converting strategic plans into actions and results thus testing a manager’s ability to direct organizational change, motivate people, build and strengthen organization competencies and competitive capabilities, create and nurture a strategy-supportive work climate, and meet or beat performance targets. The factors emerge from the fact that implementation of strategic plans involves assessing what an organization will have to do differently or better: given its particular operating practices and organizational circumstances, executing a strategy completely and achieving the targeted financial and strategic performances (Gamble, Peteraf, Strickland and Thompson, 2016).

Although formulating a consistent strategy is a difficult task for any management team, making that strategy work – implementing it throughout the organization – is even more difficult (Hrebiniak, 2016). A myriad of factors can potentially affect the process by which strategic plans are turned into organizational action. Unlike strategy formulation, strategy implementation is often seen as something of a craft, rather than a science and its research history has previously been described as fragmented and eclectic. It is thus not surprising that, after a comprehensive strategy or single strategic decision has been formulated, significant difficulties usually arise during the subsequent implementation process. The best formulated strategies may fail to produce superior performance for the firm if they are not successfully implemented.

To deal effectively with everything that affects the growth and profitability of an organization, executives employ management processes that they

feel will position it optimally in its competitive environment by maximizing the anticipation of environmental changes and of unexpected internal and competitive demands (Pearce and Robinson, 2007). The managers need to come up with a set of decisions and actions that result in the formulation and implementation of plans designed to achieve an organizations objectives. According to Arieu (2007), there is strategic consistency when the actions of an organization are consistent with the expectations of management, and these in turn are with the market and the context.

Globally, the concept and practice of implementing strategic plans has been embraced and across various sectors because of its perceived contribution to organizational effectiveness (Gamble et al., 2016). The global business environment has evolved since 1990. This change has brought companies new realities in the form of new business opportunities for growth and, at the same time has exposed them to new competitors. This has caused organizations to invest many resources in devising new effective strategies to take advantage of the new opportunities. The cardinal rule in the business world is that organizations are created to achieve the long-term and short-term objectives of their stakeholders. To achieve the goals and objectives, most organizations use their strategic planning in order to select the right strategies and manage the internal environment. Today, organizations both public and private have taken seriously to the practice of implementing strategic plans to guide the performance of those organizations.

Vaara and Lamberg (2016) noted that the framework for formulating and implementing strategies requires a strong backbone in the formulation process. However, he observed that due to the misunderstanding of the factors that affects the implementation process, adoption of strategic management often leads to incomplete implementations. Strategic Plans are therefore a

means to the end of achievement of organization objectives. Some studies suggest that as high as 90% of developed strategies are not implemented, yet strategy implementation is the most important stage and it's also the most complicated and time-consuming part of strategic management (Thompson and Strickland, 2014). Non-implementation therefore renders strategic plans valueless.

The Wellcome Trust was established in 1936 by an endowment left by Henry Wellcome in his will. Henry Wellcome was a rich businessman and philanthropist in the UK. He also travelled in Sudan and Egypt, where he took an interest in malaria control and commissioned a floating laboratory on the Nile. The Wellcome Trust continues to support research in Africa and was one of the first research institutions to partner with the new independent Government of Kenya in 1964, creating the Wellcome Trust Research Laboratories in Nairobi.

Statement of the Problem

Strategic Management involves three basic stages: Strategy formulation, implementation and evaluation. The three stages are all important for an organization's performance. Therefore, an organization can only claim to be strategic, if and only if the three stages are undertaken correctly and accordingly. The essence of any organization according to Mutuva (2015) is being able to satisfy its clients thus gaining competitive advantage. However, many organizations tend to relax and settle at strategy formulation. A study conducted by Fortune Magazine revealed that 90% of the strategies are unsuccessful, and the single most important cause of this is believed to be the weak application of the strategies (Mitchell, Colantonio, Nguyen and Larson, 2016).

Although it has been widely accepted that change is necessary for the growth of organizations, more than 70% of the change-oriented attempts in the name of change strategies are unsuccessful (Higgs and Dulewicz, 2016). In addition, Rajasekar (2014) stated

that the rate of successfully implemented strategies is between 10% and 30%. As per the Harvard Business Review (2017), though inevitably NGOs must formulate, implement and evaluate their strategies, their operations are shrouded behind veil of secrecy. Dibrell, Craig and Neubaum (2014) observes that a frequent complaint about the strategic planning process is that it produces a document that ends up collecting dust on a shelf – the organization ignores or fails to make good use of the precious information depicted in the strategic planning document.

Hrebiniak (2016) established that most managers know far more about strategy development than they do about implementing it and that implementation should get more emphasis. Humphreys (2015) supported this view with his opinion that business schools usually teach business disciplines as standalone subjects with very little focus on integrating it into a big picture view of management. In the rush to act on a strategy, too little attention is paid to finding the best way to implement the strategy (Lippitt, 2017). Besides wasting a considerable amount of time and resources, failure of implementation efforts cause lower productivity, lower employee morale, diminished trust and faith in senior management, inefficient use of resources and decline in performance (Sorooshian, Norzima, Yusof and Rosnah, 2014).

There was evidence of gaps in the implementation of strategic plans within Kenyan NGOs. Abok (2014) noted from the 5th Corporate Plan of the National Council of Churches of Kenya, that implementation of strategy was ineffective, and created a planning, monitoring and evaluation department to ensure effective planning and implementation of the plans. In a similar move, the Young Women's Christian Association of Kenya (YWCA) created oversight teams to monitor implementation of the Strategic Plan 2008-2011, after realizing a huge carry-over of plans, implying challenges in implementation (Njeri, 2016).

Wellcome Trust Research Programme has had a number of strategic plans since its inception. Some of the strategic plans were successfully implemented while some of them were not. In its recently developed five-year strategic plan, Wellcome Trust Research Programme is set to deliver two strategic goals and six objectives. This study therefore seeks to provide organizational specific information by investigating the factors that influence implementation of strategic plans at Wellcome Trust Research Programme.

As shown above, there are a number of local studies that have been conducted with regards to strategy implementation. For example, Okumus (2003) studied the environment under which NGOs fail to implement their strategic plans but did not directly scan the other factors that affect NGO strategic plan implementation. Even though Minja and Mutunga (2014) looked into the implementation issue, the study focus of large manufacturing private firms whose set up is very different from that of non-governmental organizations which are specifically non-profit making organizations. As illustrated by the above studies, none of them assessed factors affecting implementation of strategic plans of NGOs focusing on the specific variables of this study (management style, organizational culture, communication channels and financial resources). In addition none of them was conducted at Wellcome Trust Research Programme. On this backdrop, this study sought to fill this research gap by investigating the factors affecting implementation of strategic plans at Wellcome Trust Programme (WTRP).

Objectives of the Study

The general objective of the study was to investigate factors affecting implementation of strategic plans at Wellcome Trust Research Programme (WTRP). The specific objectives were:-

- To establish the effect of organizational leadership style on implementation of strategic plans at WTRP

- To establish the effect of organizational communication style on implementation of strategic plans at WTRP
- To assess the effect of organizational culture on implementation of strategic plans at WTRP
- To determine the effect of financial resource allocation on implementation of strategic plans at WTRP

Hypothesis of the Study

- Ho₁: Organizational leadership style does not have a significant effect on the implementation of strategic plans at WTRP
- Ho₂: Organizational communication does not have a significant affect the implementation of strategic plans at WTRP
- Ho₃: Organizational culture does not have a significant effect on the implementation of strategic plans at WTRP
- Ho₄: Financial resource allocation does not have a significant effect on the implementation of strategic plans at WTRP

LITERATURE REVIEW

Theoretical Review

Open System Theory

The system theory was developed by biologist Ludwig Von Bertalanffy Little John in 1983 and defines a system as a set of objects or entities that interrelate with one another to form a whole (Matzler, Fuller, Hutter, Hautz and Stieger 2016). System theory is basically concerned with problems or relationships, of structures, and of interdependence, rather than with the constant attributes of object. The systems theory views an organization as a social system consisting of individuals who cooperate within a formal framework, drawing resources, people, finance from their environment and putting back into that environment the products they produce or the services they offer.

This theory is based on the view that managers should focus on the role played by each part of an organization, rather than dealing separately with the parts (Matzler, Fuller, Hutter, Hautz and Stieger 2016). The systems theory maintains that an organization does not exist in a vacuum. It does not only depend on its environment but it's also part of a larger system such as the society or the economic system to which it belongs. The systems approach is concerned with both interpersonal and group behavioral aspects leading to a system of cooperation (Do et al, 2014). There is emphasis of the necessity of achieving visions which are shared by all in the organization, not created by top management alone.

According to Senge (2014), strategic leaders need to learn to set goals that are worthy of commitment to create a shared vision for the organization. Without involvement of people throughout the organization, the strategic vision cannot come alive, or reflect personal ownership by all whom it affects. An example of the strategic planning style endorsed by systems thinkers is Interactive Planning. In this system, planning is defined as the design of a desired future, and the invention of ways to bring it about.

This counter the notion of other strategic planning models that require managers to predict the future and prepare for it. The notion here is that the future is subject to creation (Hill and Jones, 2015). The premise of interactive planning is that your organization was destroyed last night, and your job is to design the ideal system you would put into place today to replace it. Unique attributes of interactive planning include a system where by every employee has the opportunity to be involved in making decisions which affect him or her. Involvement is accomplished by a network of interlocking boards composed of the manager, the manager's manager, and the people reporting to the manager.

The Balanced Score Card

The Balanced Scorecard (BSC) was developed by Kaplan and Norton in 1992. It has become a very

popular tool for strategic plans implementation, performance measurement and strategic tool because it incorporates both lag and lead performance measures. Balance score card may be defined as a strategic planning and management system used to align business activities to the vision statement of an organization. Balanced Scorecard attempts to translate the sometimes vague, pious hopes of a company's vision/mission statement into the practicalities of managing the organization better at every level (Cervone 2014). Kaplan and Norton claim that the balanced score card provides a framework for managing the implementation of strategic plans while also allowing the strategic plan itself to evolve in response to changes in the company's competitive market and technological environment.

The original balanced scorecard formulation, which most organizations use today, was organized around four perspectives that were given these labels: financial, customer, business processes and learning and development (Strohhecker 2016). The initial Balance Score Card could not be implemented without difficulties in nonprofit organizations. Non-profits needs are, among others, assessing whether their clients' needs are being met as opposed to for profit organizations whose focus is increasing profitability. Kaplan and Norton's Balanced Scorecard has been modified to fit the non-profits (Cervone 2014).

The original four perspectives were tailored to better match nonprofit organizations' special features. Thus, several modifications were made. The financial perspective at the top of the original Balanced Scorecard was replaced with the organizations' mission and objectives. Placing mission and objectives at the top of the scorecard means a focus on outcomes, that the organizations are supposed to accomplish, rather than on the activities. The activities are seen as tools to help in creating impact

on mission and objectives (Cervone, 2014). However, the balanced score card approach received criticism to the effect that, the effective integration of the balance scorecard with strategic control systems remained a potentially significant inhibitor to successful strategic plans implementation (Strohhecker 2016).

The Trait Theory

The trait theory is one of the systematic attempts to study leadership (Northouse, 1997). It is one of the early efforts to understand leadership process that focuses on the leader's personal traits. The most noticeable components of this theory are that successful leaders all over the world and throughout history are born with innate qualities such as personality traits, social traits, ability traits and physical traits. The groupings of leadership traits vary from one scholar to another. Northouse outlined the eight leadership traits namely intelligence, alertness, insight, responsibility, initiative, persistence, self-confidence and sociability in his first survey. The leadership traits and characteristics have been clearly categorized by Jago (2012) by dividing them into four groups namely personality, social, ability and physical traits. The theory is very useful to differentiate the leaders from followers, effective from ineffective leaders and the higher echelon from the lower echelon leaders.

The theory focuses exclusively on the role of the leader in leadership and hence has been able to provide a deeper and more intricate understanding of how the leader and his or her personality are related to the leadership process (Mat, 2014). Trait theory is criticized for the various reasons. The most substantial problem is that even though for decades numerous researches on trait theory have been conducted, there is no standard list of traits introduced which can be used to define the leadership effectiveness. Second failure is the inability of the trait theory to limit itself to a list of traits. Thirdly, it is linked to the assumption that a

leader is born, if a person has certain traits, he is a leader. In this theory the determination of leadership effectiveness is solely dependent on the list of traits and not on the situation. This makes it difficult to predict leadership effectiveness based on the pre-defined list of traits in different situations.

Satir Theory

According to this theory Virginia Satir described communication style by assessing congruence. Congruence is the study of how well verbal language, body language, tone, facial expressions, and all other elements of communication fit together. Satir also believed that feelings of self-worth impact communication. Positive self-worth can be a great asset. We rely on others' reactions to us. If you are feeling down about yourself, this feeling is often reflected in your communication with others (Karen, 2010). You begin to believe that other people think you are as worthless as you are feeling at that moment. Satir also linked self-worth with stress. She believed that we experience stress when our self-worth is compromised.

Satir Theory addressed the independent variables channels of communication, attitude and communication culture (Karen, 2010). This theory was relevant to the study since the nature of the communication channels in an organization influences the nature and type of work relationships among employees as well as their attitude towards each other and the organization too. In addition, an organizational communication culture largely depends on the nature of communication channels. An open and effective communication channel creates a good communication culture in an organization.

Human Relations Theory

According to Wrench *et al.*, (2015), the human relations approach is important because it is the first time that two-way communication was encouraged, or communication between a worker and her or his

manager was like a dialogue instead of unidirectional communication from the manager targeted at the worker. Furthermore, the human relations perspective sees communication as a tool that can be used by management to “buy” cooperation from subordinates. Lewin helped identify the fact that workers want to have a voice and provide input in their tasks.

The human relations theory according to Kurt Lewin can be applied practically in an organizational context by encouraging communication among the staff especially when there is need to introduce change that will lead to improved performance of individuals and the Organization (Wrench *et al.*, 2015). Human Relation theory addressed the second independent variable communication. This theory was relevant to the study since communication feedback from both managers and staffs are necessary for effective implementation of strategic plans.

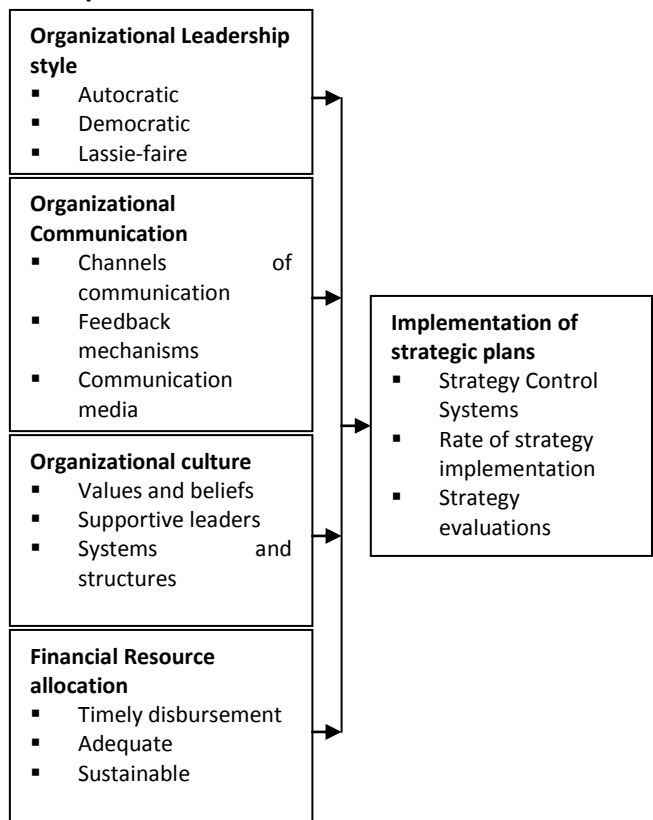
Resource Based Theory

The resource-based view (RBV) is a business management tool used to determine the strategy resources available to an organization. The fundamental principle of the RBV is that the basis for a competitive advantage of an organization lies primarily in the application of the bundle of valuable resources at the organization’s disposal (Lin and Wu, 2014). To transform a short-run competitive advantage into a sustained competitive advantage requires that these resources are heterogeneous in nature and not perfectly mobile (Barney and Mackey, 2017). Effectively, this translates into valuable resources that are neither perfectly imitable nor substitutable without great effort (Barney and Mackey, 2017). If these conditions hold, the organization’s bundle of resources can assist the firm sustaining above average returns.

A resource-based view of an organization explains its ability to deliver sustainable competitive advantage when resources are managed such that their outcomes cannot be imitated by competitors which

ultimately creates a competitive barrier. RBV explains that an organization’s sustainable competitive advantage is reached by virtue of unique resources which these resources have the characteristics of being rare, valuable, inimitable, non-tradable, non-substitutable as well as firm specific (Lin and Wu, 2014). An organization may reach a sustainable competitive advantage through unique resources which it holds, and these resources cannot be easily bought, transferred, copied and simultaneously they add value to the organization while being rare.

Conceptual Framework



Independent variables Dependent variable

Figure 1: Conceptual Framework

Source: Author (2019)

Review of Variables

Organizational Leadership Style

In a study by Rajasekar (2014) on the activities for and obstacles to strategy execution on a sample of 172 Sultanate of Oman Companies, their findings

were that managers mostly rely on procedures when planning and organizing activities in the process of implementing strategies, while the biggest obstacle to strategy execution is poor management. Moreover, the results revealed that greater obstacles to strategy execution are in the form of inadequate knowledge about an organization and management skills. Hunger and Wheelen (2015) argues that most managerial problems have physical, psychological, social and economic aspects. By bringing together a team with a variety of backgrounds, new and advanced approaches to old problems are often obtained. The scientific mind from each discipline attempts to extract the essence of the problem and relate it structurally to other similar problems.

The Autocratic Style of management behavior is often based on the assumption that the power of managers is derived from the position they occupy and that people are innately lazy and unreliable (Theory X) (Adair 2003). The Democratic Style assumes that the power of managers is granted by the group they are to lead, and that people can be basically self-directed and creative at work if properly motivated (Theory Y). Consequently, in the authoritarian style, all policies are determined by the manager; in the democratic style policies are open for group discussion and decision. Theory X employees need to be directed well during strategic implementation because they are not expected to take initiative like Theory Y employees, sometimes they may even need to be coerced.

Organizational Communication

Throughout the implementation process, communication should flow bottom-up to allow management to monitor the implementation process and determine whether changes to the approach are needed (Srivastava, 2017). Top down communication is also necessary; it has been found that the people who work for an organization normally need effective communication for supervision of employees to ensure that they are performing the tasks they are

expected and in the manner they are supposed to, and to collect feedback from the implementers (Haji, 2014). Communication should be done to employees about new requirements, tasks and activities to be performed by the affected employees. Also findings of Odero (2016) show that effective communication is a key requirement for effective strategy implementation. Failing to communicate with all employees invites rumours and fear into the workplace; Employees want to know what's going on, whether it is positive or negative news. The feeling of uncertainty when management doesn't communicate disrupts work and makes employees feel as if they aren't a part of the decision.

Recent researches have established that, top executive's main role is to make sure the smooth procedure of the implementation and furthermore to communicate successfully the strategic plan; reasons for it and the changes it brings. Karami (2016) recommends that the top management team should incorporate middle management in strategic plans formulation and/or efficiently disseminates procedures through the management structure in order to enhance implementation. The management also play the role of ensuring that the strategic plan is understood by all the members of the organization.

Organizational culture

Organizational culture has been defined as the basic beliefs commonly-held and learned by a group, that govern the group members' perceptions, thoughts, feelings and actions, and that are typical for the group as a whole (Chuah, Teoh and Hilman, 2015). It represents a complex pattern of beliefs, expectations, ideas, values, attitudes, and behaviors shared by the members of an organization that evolve over time. Empirical investigations suggest that the promotion of an innovation enabling culture requires senior leaders' support and involvement. Galbraith and Schneider (2014), for example, suggest that fostering failure tolerance is an important means of promoting an innovation enabling culture.

In an entrepreneurial culture members of the organization identify opportunities and risks based on their perceptions of the internal and external organizational environment, integrate available resources, and bring in other individuals to enable them to undertake creative and innovative ventures. Bounded delegation leaders also foster innovation by creating a sharing culture that facilitates interaction and information sharing among individuals across the organization (Arvand and Baroto, 2016). The culture of an organization is expected to be supportive of and consistent with the strategy being implemented (Arvand and Baroto, 2016). Organizational culture gives employees a sense of how to behave and act and hence influencing employees to support current strategy in order to strengthen its implementation. Since it is managers who were involved in developing strategic plans, it is part of their leadership tasks to bring the organization's culture into alignment with strategy and keep it there.

Organizational Financial Resource allocation

Günther (2016) suggest that resources deployment has to be discussed as early as possible in the whole implementation planning process, and these resources – financial, personnel and time – have to be included in the company's budget from the beginning (Alharthy, Rashid, Pagliari, and Khan, 2017). Resource allocation contains two aspects. The first one is the level of necessary resources; the second one is the timing of the allocation (Günther, 2016). In order to assure the necessary amount and the right timing Günther (2016) argue that every business unit has to answer three questions precisely: What actions have to be taken in order to implement the new strategy within the unit? How long will it take? What kind of resources will be needed and when during the implementation stage? After obtaining the answers for these questions from every unit, organizations can build up their resource allocation for the whole strategy initiative (Günther, 2016).

A resource mobilization strategy, in this context, comprises the mix of mechanisms an NGO employs in order to provide services in a manner that is efficient, equitable, sustainable, and transparent and improves quality of care (Ngari, 2015). According to Ngari (2015), a key determinant of resource strength is resource planning, which provides an opportunity to develop planning tools for material-based, service-only, and service plus- material strategy plans. Strategy plans and re-plans activities and tasks, synchronizes dates, and performs impact analysis and simulations to improve on-time completion. The planning processes are structured into core processes and facilitating processes.

Implementation of Strategic Plans

Strategy implementation is the process through which strategies are put into action throughout the organization by deriving short-term objectives from the long-term objectives and further deriving the functional tactics from the business strategy. This process assists management in identifying the specific immediate actions that must be taken in the key functional areas to implement the business strategy (Pearce and Robinson, 2017). According to Mintzberg and Quins (2014) 90% of well-formulated strategies fail at implementation stage and only 10% of formulated strategies are successfully implemented. The successful implementation of strategy is fully dependent on involvement of all the stakeholders in an organization.

Communicating progress of implementing the strategy to the stakeholders will assist them in determining whether corrective action is required. Njagi and Kombo (2014) examined the effect of strategy implementation on performance of commercial banks in Kenya. Results revealed that there was a strong relationship between strategy implementation and organizational performance. Often overlooked are the five key components necessary to support implementation: people, resources, structure, systems, and culture. All

components must be in place in order to move from creating the plan to activating the plan (Mohamud et al., 2015).

The first stage of implementing your plan is to make sure to have the right people on board. The right people include those folks with required competencies and skills that are needed to support the plan. In the months following the planning process, expand employee skills through training, recruitment, or new hires to include new competencies required by the strategic plan (Kaplan and Norton, 2014). In understanding people Edmonds (2011) analyzed the resistance to change in organizations, brought largely by the fear of the unknown by people. He further emphasizes that if handled correctly, using known and tested change management techniques, change can be brought successfully, to ensure that the company achieves the set goals and objectives to budget.

METHODOLOGY

This study adopted a descriptive research design. Kothari et al., (2015) stated that descriptive research design is important in carrying out both exploratory and preliminary studies as it permits researchers in collecting information, summarizing and interpreting with the view of clarifying the information. The study targeted top and middle level managers at WTRP because they were more knowledgeable in regards to implementation of organizational strategic plan. Thus, the target population of the study included: top management, department managers, and section heads as well as project managers within Wellcome Trust Research Programme. Primary data was collected using questionnaires. Secondary data was obtained from books, published and unpublished, journals and periodicals. Secondary data was also obtained from WTRP organization's strategic plan. Before the analysis was done, collected data was checked for completeness and consistency. It was then coded and entered into Statistical Package for

Social Sciences. Data was analyzed and presented using descriptive statistics. The study adopted the following multiple regression model to establish factors affecting implementation of strategic plans by NGOs;

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where:

Y = Dependent variable (Implementation of strategic plans)

α = Constant term, normally distributed to a mean of 0 for computation purposes

X_1 = Organizational leadership style (Independent variable 1)

X_2 = Organizational communication style (Independent variable 2)

X_3 = Organizational culture (Independent variable 3)

X_4 = Financial resource allocation (Independent variable 4)

β = Beta Coefficients of the variable X_1 , X_2 , X_3 , and X_4 . This measures how many standard deviations a dependent variable will change per standard deviation increase in the independent variable.

ϵ = Error term (standard error)

RESULTS

Organizational Leadership Style

The study sought to establish different type of leadership styles practiced at WTRP. The respondents were asked whether the management of WTRP made final decisions without considering employees feedback. The findings of the study revealed that majority of the respondents (61.5%) agreed that their management made final decisions without considering employees feedback (with a mean of 3.31 and standard deviation of 1.0) indicating that autocratic leadership style was practiced at WTRP since employees were not involved in decision making but were just given orders to follow.

The respondents were further asked whether all employees were actively involved in the decision making. Slightly more than a quarter of the

respondents (30.8%) agreed that all employees were actively involved in the decision making while more than half of them (61.5%) disagreed (with a mean of 2.69 and standard deviation of 0.92). These results showed that democratic leadership style was practiced on a small scale at WTRP since employee consultation was not so common.

The respondents were further asked whether the management of their organization was passively involved in the organizational matters. Majority of the respondents (84.6%) disagreed to the statement (with a mean of 1.92 and standard deviation of 0.62).

Table 1(a): Organizational Leadership Style

Statement	Mean	Standard Deviation
Leaders make final decisions without considering employees feedback	3.31	1.00
All employees are actively involved in the decision making in the organization	2.69	0.92
Leadership of the organization is passively involved in the organizational matters	1.92	0.62
There is a lot of bureaucracy in our organization	4.10	0.85

The findings of the study was in line with the findings of Adair (2003) that stated that autocratic style of management behavior is often based on the assumption that the power of managers is derived from the position they occupy and that people are innately lazy and unreliable (Theory X). The Democratic Style assumes that the power of managers is granted by the group they are to lead, and that people can be basically self-directed and creative at work if properly motivated (Theory Y).

The study also sought to determine the effect of Organizational Leadership style on implementation of strategic plans at WTRP. The findings of the study showed that majority of the respondents agreed that their organisation had proper management (with a mean of 4.46 and standard deviation of 0.50),

Table 1 (b): Organizational Leadership Style

Statement	Mean	Standard Deviation
The organization has proper leadership	4.46	0.50
Organizational leadership is committed to the implementation of the strategic plan	3.77	0.58

This finding indicated that laissez-faire leadership style is not practiced at WTRP since the management was actively involved with organizational matters.

The respondents were finally asked whether there was a lot of bureaucracy in their organization. Majority of the respondents 84.6% agreed that there was a lot of bureaucracy in their organization (with a mean of 4.10 and standard deviation of 0.85). These results implied that bureaucratic leadership style was largely practiced at WTRP. Table 1 (a) showed the findings of the study.

organisational leadership was committed to the implementation of the strategic plan (with a mean of 3.77 and standard deviation of 0.58) and were actively involved in the monitoring and evaluation of the implementation of the strategic plan (with a mean of 3.29 and standard deviation of 0.75).

However, majority of the respondents were not sure that organizational leadership motivated employees to implement the strategic plan (with a mean of 3.06 and standard deviation of 0.85), encouraged open communication channels with regards to implementation of the strategy plan (with a mean of 3.13 and standard deviation of 0.89) as well as encouraged consultation on implementation of the strategy plan (with a mean of 2.69 and standard deviation of 1.00). Table 1 (b) illustrated the findings of the study.

Organizational leadership is actively involved in the monitoring and evaluation of the implementation of the strategic plan	3.29	0.75
Organizational leadership motivated employees to implement the strategic plan	3.06	0.85
Organizational leadership encourages open communication channels with regards to implementation of the strategy plan	3.13	0.89
Organizational leadership encourages consultation on implementation of the strategy plan	2.69	1.00

The findings of the study were supported by the findings of Muriithi, Muriuki and Kinyanjui (2017) that observed that in order to have all workers attaining the necessary understanding of the company vision and goals, managers need to provide commitment and actively get involved in translating the strategic plans into implementable activities with measurable results. A strong and committed management is needed to drive the course.

Organizational Communication

The study sought to establish the effect of organizational communication on implementation of strategic plans at WTRP. The findings of the study indicated that majority of the respondents agreed that communication channels influenced the rate of strategy plan implementation (with a mean of 4.00 and standard deviation of 0.69), upward

communication improved feedback mechanism on implementation of strategic plan (with a mean of 4.00 and standard deviation of 0.69), horizontal communication improved work relations on implementation of strategic plan (with a mean of 4.15 and standard deviation of 0.54) while downward communication increased employee performance in implementation of strategic plan (with a mean of 3.92 and standard deviation of 0.84).

However, majority of the respondents were unsure that their organization had effective communication channel (with a mean of 3.15 and standard deviation of 0.67) and feedback mechanisms (with a mean of 3.12 and standard deviation of 1.04) with regards to implementation of its strategic plans. Table 2 showed the findings of the study.

Table 2: Organizational Communication

Statement	Mean	Standard Deviation
The organization has effective communication channel with regards to implementation of its strategic plans	3.15	0.67
Communication channels influence the rate of strategy plan implementation	4.00	0.69
Upward communication improves feedback mechanism on implementation of strategic plan	4.00	0.69
Horizontal communication improves work relations on implementation of strategic plan	4.15	0.54
Downward communication increases employee performance in implementation of strategic plan	3.92	0.84
There is effective feedback mechanism on implementation of strategic plan	3.12	1.04

The findings of the study were in agreement with the findings of Mugambi (2017) that stated that communication stands out as the key success factor when it comes to strategy implementation.

Organization Culture

The study sought to assess the effect of organizational culture on implementation of strategic plans at WTRP. The findings of the study revealed

that majority of the respondents agreed that their organization had conducive work environment for implementation of its strategic plans (with a mean of 4.15 and standard deviation of 0.36) and organizational values and beliefs were aligned to the strategic plan of the organization (with a mean of 3.56 and standard deviation of 0.50).

In addition, majority of the respondents agreed that their organization had effective organizational structure that facilitated implementation of its

strategic plans (with a mean of 3.71 and standard deviation of 0.46) and effective organizational systems for monitoring the implementation of its strategic plans (with a mean of 3.02 and standard deviation of 0.98). Furthermore, the organization rewards employees who played a huge part in the implementation of its strategic plans (with a mean of 3.56 and standard deviation of 0.50). Table 3 summarized the results of the study.

Table 3: Organisation Culture

Statement	Mean	Standard Deviation
The organization has conducive work environment for implementation of its strategic plans	4.15	0.36
Organizational values and beliefs are aligned to the strategic plan of the organization	3.56	0.50
The organization has effective organizational structure that facilitates implementation of its strategic plans	3.71	0.46
The organization has effective organizational systems that are used to monitor the implementation of its strategic plans	3.02	0.98
The organisation rewards employees who play a huge part in the implementation of its strategic plans	3.56	0.50

The findings of the study were supported by the findings of Laforet (2016) that stated that organization culture should be changed to fit the strategy. This can only be done through cultural innovation followed by cultural maintenance. Cultural innovation includes: creating a new culture i.e. recognizing past cultural differences and setting realistic expectations for change. Secondly, it includes changing the culture i.e. weakening and replacing the old cultures.

Financial Resource allocation

The study also sought to determine the effect of financial resource allocation on implementation of strategic plans at WTRP. The findings of the study revealed that majority of the respondents agreed that

their organization had adequate financial resources for implementation of its strategic plans (with a mean of 4.46 and standard deviation of 0.64) and it disbursed funds on time to ensure proper implementation of its strategic plans (with a mean of 4.19 and standard deviation of 0.72). In addition, there was minimal wastage of financial resources allocated to the implementation of the strategic plan (with a mean of 3.23 and standard deviation of 0.81). However, majority of the respondents were not sure that the budget for implementation of the strategic plan was sustainable (with a mean of 3.92 and standard deviation of 1.15). Table 4 presented the results of the study.

Table 4: Financial Resource allocation

Statement	Mean	Standard Deviation
The organization has adequate financial resources for implementation of its strategic plans	4.46	0.64

The organization disburses funds on time to ensure proper implementation of its strategic plan	4.19	0.72
The budget for implementation of the strategic plan is sustainable	3.23	0.81
There is minimal wastage of financial resources allocated to the implementation of the strategic plan	3.92	1.15

The findings of the study were in line with the findings of Johnson (2009) on the other hand identified that there should be a process of ensuring that all necessary time financial resources, skills and knowledge are made available.

Implementation of the Strategic Plans

Finally, the study sought to find out how WTRP was implementing its strategic plan. The findings of the study revealed that majority of the respondents agreed that there was a committee that reviewed the progress of implementation of the strategic plan (with a mean of 3.67 and standard deviation of 0.86). However, very few respondents agreed that all employees were aware of the content of WTRP strategic plan (with a mean of 2.58 and standard deviation of 1.04) and were involved in the implementation of the strategic plan (with a mean of 2.81 and standard deviation of 0.82). In addition, very

few respondents were agreed that WTRP always met the objectives and targets of its strategic plan (with a mean of 3.15 and standard deviation of 0.78). This study finding is supported by the finding of Ngari (2015) who stated that strategic plans should be reinforced through ongoing and rigorous monitoring, evaluation and reporting mechanisms (Ngari, 2015).

However, Slightly more than a quarter of the respondents agreed that there was adequate monitoring and evaluation of the strategic plans (with a mean of 3.21 and standard deviation of 0.72) while less than a quarter of them agreed that suggestions made during review meetings were always incorporated in the implementation program (with a mean of 3.04 and standard deviation of 0.79). Table 5 illustrated the findings of the study.

Table 5: Implementation of the Strategic Plans

Statement	Mean	Standard Deviation
All employees are aware of the content of WTRP strategic plan	2.58	1.04
All employees are involved in the implementation of the strategic plan	2.81	0.82
WTRP always meets the objectives and targets of its strategic plan	3.15	0.78
There is a committee that reviews the progress of implementation of the strategic plan	3.67	0.86
There is adequate monitoring and evaluation of the strategic plans	3.21	0.72
Suggestions made during review meetings are always incorporated in the implementation program	3.04	0.79

Inferential Statistics

Table 6: Correlations

	Implementation	Leadership	Communication	Financial Resources	Culture
Implementation	Pearson Correlation	1			
on	Sig. (2-tailed)				
	N	52			

Leadership	Pearson Correlation	.301*	1			
	Sig. (2-tailed)	.030				
	N	52	52			
Communication	Pearson Correlation	.362**	.083	1		
	Sig. (2-tailed)	.008	.557			
	N	52	52	52		
Financial resources	Pearson Correlation	.298*	.391**	-.440**	1	
	Sig. (2-tailed)	.032	.004	.001		
	N	52	52	52	52	
Organisation Culture	Pearson Correlation	-.108	.183	-.680**	.093	1
	Sig. (2-tailed)	.444	.194	.000	.512	
	N	52	52	52	52	52

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

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

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.565 ^a	.319	.261	3.16764

a. Predictors: (Constant), Organizational Culture, Financial Resources, Leadership Style, Organization Communication

Table 8: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	221.327	4	55.332	5.514	.001 ^b
	Residual	471.596	47	10.034		
	Total	692.923	51			

a. Dependent Variable: Implementation of Strategic Plans

b. Predictors: (Constant), Organizational Culture, Financial Resource allocation, Leadership Style, Organizational Communication

Table 9: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	12.607	11.990		1.052	.298
Leadership Style	.672	.214	.527	3.138	.003
Communication	.014	.263	.013	3.055	.046
Financial Resources	.754	.283	.494	2.667	.010
Organizational Culture	-.178	.224	-.168	-.796	.430

a. Dependent Variable: Implementation of NGO strategic Plans

Hypothesis Testing

Hypothesis One

Ho₁: Organizational leadership style does not have a significant effect on the implementation of strategic plans at WTRP.

As shown on results above, leadership style had a regression coefficient of 0.672 and a t-value of 3.138. The p-value for leadership style was found to be 0.003 which was less than the significant level of 0.05, ($p < 0.05$). Thus, the null hypothesis was rejected while the alternative hypothesis was accepted. The study concluded that Organizational leadership style had a significant effect on the implementation of strategic plans at WTRP.

Hypothesis Two

Ho₂: Organizational communication does not have a significant affect the implementation of strategic plans at WTRP.

As shown on results above, organisation communication had a regression coefficient of 0.014 and a t-value of 3.055. The p-value for organisation communication was found to be 0.046 which was less than the significant level of 0.05, ($p < 0.05$). Thus, the null hypothesis was rejected while the alternative hypothesis was accepted. The study concluded that organizational communication had a significant effect on the implementation of strategic plans at WTRP.

Hypothesis Three

Ho₃: Organizational culture does not have a significant on the implementation of strategic plans at WTRP.

As shown on results above organizational culture had a regression coefficient of -0.178 and a t-value of -0.796. The p-value for organizational culture was found to be 0.430 which was less than the significant level of 0.05, ($p < 0.05$). Thus, the null hypothesis was accepted while the alternative hypothesis was rejected. The study concluded that organizational culture does not have a significant on the implementation of strategic plans at WTRP.

Hypothesis Four

Ho₄: Financial resource allocation does not have a significant on the implementation of strategic plans at WTRP.

As shown on results above, financial resource allocation had a regression coefficient of 0.754 and a t-value of 2.667. The p-value for financial resource allocation was found to be 0.010 which was less than the significant level of 0.05, ($p < 0.05$). Thus, the null hypothesis was rejected while the alternative hypothesis was accepted. The study concluded that financial resource allocation had a significant effect on the implementation of strategic plans at WTRP.

CONCLUSION

The study concluded that different leadership styles were practiced at WTRP namely: bureaucratic leadership style, autocratic leadership style and democratic leadership style. Laissez-faire leadership style was not practiced. There existed positive significant relationship between leadership style and implementation of strategic plans at WTRP. WTRP had proper leadership that was committed to the implementation of the strategic plan and they were actively involved in the monitoring and evaluation of the implementation of the strategic plan. However, organizational leadership did not motivate employees to implement the strategic plan. In addition, they did not encourage open communication channels with regards to implementation of the strategic plan and consultation on implementation of the strategic plan.

There existed a positive significant relationship between communication and implementation of strategic plans at WTRP. Communication channels influenced the rate of strategy plan implementation, upward communication improved feedback mechanism on implementation of strategic plan, horizontal communication improved work relations on implementation of strategic plan while downward communication increased employee performance in implementation of strategic plan. However, WTRP lacked effective communication channel and

feedback mechanisms with regards to implementation of its strategic plans.

There existed a negative and insignificant relationship between organizational culture and implementation of strategic plans at WTRP. However, WTRP had conducive work environment for implementation of its strategic plans and organizational values and beliefs were aligned to the strategic plan of the organization. In addition, WTRP had effective organizational structure that facilitates implementation of its strategic plans and effective organizational systems for monitoring the implementation of its strategic plans. However, there was no motivation of employees through rewards to encourage effective implementation of strategic plans.

There existed a positive significant relationship between financial resource allocation and implementation of strategic plans at WTRP. WTRP had adequate financial resources for implementation of its strategic plans and it disbursed funds on time to ensure proper implementation of its strategic plans. In addition, there was minimal wastage of financial resources allocated to the implementation of the strategic plan. On the contrary, budget for implementation of the strategic plan was found to be unsustainable.

RECOMMENDATIONS

There should be minimal or no wastage of financial resources allocated to the implementation of the strategic plan and the budget for implementation of the strategic plan should be sustainable. This will may provide a guideline to policy makers such as the government of Kenya and board of NGOs in formulating financial policies that may be used to

REFERENCES

Abok, A. M. (2014). Factors affecting effective implementation of strategic plans in Non- Governmental organizations in Kenya (*Doctoral dissertation, University of Nairobi*).

improve implementation of strategic plans in the country through prudent use of financial resources and ensuring sustainability of the strategic plan.

There should be open and effective communication channels because communication channels determined the speed of implementation of the strategic plan. Effective communication channel will help both employees and management of organizations to meet their strategic goals through providing an open and regular feedback mechanism.

Management at WTRP should consult their employees on regular basis and consider their feedbacks and inputs with regards to the implementation of strategic plans to enhance effective implementation. This will enable the management of organizations to adequately identify bottlenecks in the strategy implementation process and address them.

Management at WTRP should motivate their employees through rewards to encourage effective and timely implementation of strategic plans. Motivation of employees will make them feel valued by their employers and in turn they will help the management fast track effective implementation of their strategic plans.

Suggestion for Further Studies

- Challenges facing effective execution of strategic plans in Kenya (both in government and NGOs)
- Relationship between strategic plan and organisational performance of organizations in Kenya

- Alharthy, A. H., Rashid, H., Pagliari, R., & Khan, F. (2017). Identification of strategy implementation influencing factors and their effects on the performance. *Management Research Review*, 41(1), 46-73.
- Aosa, E. (2011). Strategic Management within Kenya Firms. *DBA Africa management review*, Vol 1 No 1, Pp 25-36
- Arvand, N., & Baroto, M. B. (2016). How to implement strategy more effectively. *International Journal of Business Performance Management*, 17(3), 301-320.
- Barney, J. B., & Mackey, A. (2017). Monopoly profits, Efficiency profits, and Teaching Strategic Management. *Academy of Management Learning & Education*, (ja) 15(2), 92-116.
- Belassi, W., Cocosila, M., & Kondra, A. Z. (2017). The Effects of Organizational Culture on Buyer-Supplier Relationships in New Product Development. *International Journal of Business & Management Science*, 7(2), 334-351.
- Bryman, A., & Bell, E. (2015). Business research methods. *Oxford University Press, USA*.
- Burger, R., & Seabe, D. (2014). NGO accountability in Africa. In *The Handbook of Civil Society in Africa* (pp. 77-91). Springer, New York, NY.
- Burnes, B. (2015). Understanding resistance to change—building on Coch and French. *Journal of Change Management*, 15(2), 92-116.
- Buya, I., Simba, F., & Ahmed, A. (2018). Effect of Strategic Communication on Strategy Implementation in the Administration Police Service in Lamu County, Kenya. *Journal of Marketing and Communication*, 1(1), 16-30.
- Cervone, H. F. (2014). Improving strategic planning by adapting agile methods to the planning process. *Journal of Library Administration*, 54(2), 155-168.
- Chatzoglou, P., Chatzoudes, D., Sarigiannidis, L., & Theriou, G. (2018). The role of firm-specific factors in the strategy-performance relationship: Revisiting the resource-based view of the firm and the VRIO framework. *Management Research Review*, 41(1), 46-73.
- Chuah, F., Teoh, K., & Hilman, H. (2015). Enhancing the support-execution model of strategy execution: A moderated mediation effect of strategy engagement and strategy communication. *Advances in global business research* Vol. 12, No. 1, ISSN: 1549-9332, 752.
- Cooper, D. R., & Schindler, P. S. (2014). *Business Research Methods*. The McGraw– Hill Companies.
- Corrall, S. (2015). Capturing the contribution of subject librarians: Applying strategy maps and balanced scorecards to liaison work. *Library management*, 36(3), 223-234.
- Curran, J. M. (2017). Assessing Sampling Error in DNA Evidence. In *Handbook of Forensic Genetics: Biodiversity and Heredity in Civil and Criminal Investigation* (pp. 101-129).
- David, F.R. (2015). *Strategic management: An integrated approach* (10th edition). Pearson Education South Asia Pte. Ltd.

- Dibrell, C., Craig, J. B., & Neubaum, D. O. (2014). Linking the formal strategic planning process, planning flexibility, and innovativeness to firm performance. *Journal of Business Research*, 67(9), 2000-2007.
- Do, S. J., Davey, H., & Coy, D. (2014). Assessing accountability of organisations using the Internet to report: South Korean local government. *Journal of Finance and Management in Public Services*, 12(1), 1-26.
- Doering, T., & Suresh, N. C. (2016). Forecasting and Performance: Conceptualizing Forecasting Management Competence as a Higher-Order Construct. *Journal of Supply Chain Management*, 52(4), 77-91.
- Edmonds, J. (2011). Managing successful change. *Industrial and Commercial Training*, Vol. 43 (Iss: 6), pp. 349-353.
- Fraenkel, J. R. and Wallen, N. E. (2010). *How to Design and Evaluate Research in Education*. New York: McGraw Hill.
- Furrer, O., Sudharshan, D., Thomas, H. & Alexandre, M. T. (2008). Resource configurations, generic strategies, and firm performance. Exploring the parallels between resource-based and competitive strategy theories in a new industry. *Journal of Strategy and Management*, 1(1), 15-40
- Galbraith, S. C., Schneider, P. A., & Flood, A. E. (2014). Model-driven experimental evaluation of struvite nucleation, growth and aggregation kinetics. *Water research*, 56, 122-132.
- Gamble, J. E., Peteraf, M. A., Strickland III, A. J., & Thompson, A. A. (2016). *Crafting and executing strategy: Concepts and readings*. McGraw Hill.
- Ginter, P. M., Duncan, W. J., & Swayne, L. E. (2018). *The strategic management of health care organizations*. John Wiley & Sons.
- Goleman, D. (2017). *Leadership That Gets Results (Harvard Business Review Classics)*. Harvard Business Press.
- Green, K.M., Covin, J.G. and Slevin, D.P. (2008) Exploring the relationship between strategic reactivity and entrepreneurial orientation: the role of structure-style fit. *Journal of Business Venturing*, 23,356-383.
- Günther, K. (2016). Key Factors for Successful Implementation of a Sustainability Strategy. *Journal of Applied Leadership and Management*, 4, 1-20.
- Haji, R. M. (2014). *Competitive Strategy Implementation for Self-Sustainability: A Case of the Regional Centre for Mapping of Resources for Development* (Doctoral dissertation, United States International University-Africa).
- Higgs, M., & Dulewicz, V. (2016). *The Leadership Context*. In *Leading with Emotional Intelligence* (pp. 105-127). Palgrave Macmillan, Cham.
- Hill, C. W., Jones, G. R., & Schilling, M. A. (2014). *Strategic management: theory: an integrated approach*. Cengage Learning.
- Hourani, M. (2017). Conceptual Frameworks for Strategy Implementation: A Literature Review. *Journal of Management Research*, 9(3), 12-30.
- Hunger, J., & Wheelen, D. (2015). *Strategic management and business policy (14th)*. McGraw Hill.

- Husain, Z. (2013). Effective Communication Brings Successful Organizational. *The Business & Management Review*, 3(2), 43-50
- Inedegbor, M.U., Ahmed, K.O., Ganiyat, O.A., & Rashdidat.(2012). Impact of business communication on organizational performance in Nigerian companies. *Australian Journal of Business and Management Research*, 2(1), 16-26.
- Iyer, D. N., Sharp, B. M., & Brush, T. H. (2017). Knowledge Creation and Innovation Performance: An Exploration of Competing Perspectives on Organizational Systems. *Universal Journal of Management*, 5(6), 261-270.
- Johnson, G. & Scholes K. (2016). *Exploring corporate strategy* (6th Ed.). Harlow: Prentice Hall.
- Johnson, G. (2009). "Measuring Organizational Performance: Towards Methodological Best Practice," *Journal of Management*, 35, 718-804.
- Johnson, G. and Scholes, K. (2012). *Exploring Corporate Strategy*. Prentice Hall.
- Kaplan, R.S. & Norton, D.P. (2014). Measuring the strategic readiness of intangible assets. *Harvard Business Review*, 52-63.
- Karami, A. (2016). *Strategy formulation in entrepreneurial firms*. Routledge.
- Kirinic, V., & Kozina, M. (2016). Maturity Assessment of Strategy Implementation in Higher Education Institution. In *Central European Conference on Information and Intelligent Systems* (p. 169). Faculty of Organization and Informatics Varazdin.
- Kothari, S. P., Mizik, N., & Roychowdhury, S. (2015). Managing for the moment: The role of earnings management via real activities versus accruals in SEO valuation. *The Accounting Review*, 91(2), 559-586
- Laforet, S. (2016). Effects of organisational culture on organisational innovation performance in family firms. *Journal of Small Business and Enterprise Development*, 23(2), 379-407.
- Leonardi, P. M. (2015). Materializing strategy: The blurry line between strategy formulation and strategy implementation. *British Journal of Management*, 26, S17-S21.
- Lin, Y., & Wu, L. Y. (2014). Exploring the role of dynamic capabilities in firm performance under the resource-based view framework. *Journal of business research*, 67(3), 407-413.
- Madsen, T. L., & Walker, G. (2015). *Modern competitive strategy*. McGraw Hill.
- Malthus, T. R. (2018). An essay on the principle of population as it affects the future improvement of society. In *The Economics of Population* (pp. 41-50). Routledge.
- Mantere, S. (2017). 11. Mintzberg's pattern: middle managers in a polyphonic strategy process. *Handbook of Middle Management Strategy Process Research*, 274 (11), 143-156.
- Matzler, K., Füller, J., Hutter, K., Hautz, J., & Stieger, D. (2016). Crowdsourcing strategy: how openness changes strategy work. *Problems and Perspectives in Management*, 14(3), 450-460.
- Mertler, C. A., & Reinhart, R. V. (2016). *Advanced and multivariate statistical methods: Practical application and interpretation*. Routledge.

- Mitchell, D., Colantonio, C., Nguyen, C., & Larson, S. (2016). *Planning For Change: Incorporating Contextual Implementation Design into Strategic Planning*. Routledge.
- Mintzberg, H., Quinn, J. B., & Ghoshal. (2014). *The strategy process: Concepts, contexts, cases*, 2nd Ed., New York: Prentice-Hall.
- Mohamud, G. Y., Mohamud, A. S., & Mohamed, B. H. (2015). The Relationship between Strategic Management and Organizational Performance in Mogadishu-Somalia. *European Journal of Research and Reflection in Management Sciences*, 3(2), 42-51
- Mugenda, O. and Mugenda, A. (2008). *Research Methods. Quantitative and Qualitative Approaches*. Acts Press, Nairobi.
- Mugambi, D. (2017). Factors Affecting Strategy Implementation at Trademark East Africa Strategy Implementation (Doctoral dissertation, United States International University-Africa).
- Muriithi, P., Muriuki, M., & Kinyanjui, M. (2017). Factors Affecting Strategy Implementation among local Non-Governmental Organizations in Kenya: A survey of NGOs in Nairobi County. (Doctoral dissertation, University of Nairobi).
- Mutunga, S. L., & Minja, D. (2014). Generic strategies employed by food and beverage firms in Kenya and their effects on sustainable competitive advantage. *International Journal of Business and Management Review*, 2(6), 1-15.
- Mutuva, H. N. (2015). Factors Influencing Implementation of Strategic Plans: A case of Independent Electoral and Boundaries Commission (IEBC), Kenya (doctoral dissertation, school of business, university of Nairobi).
- Nachmias, D., & Rosenbloom, D. H. (2018). Measuring bureaucratic representation and integration. In *Diversity and Affirmative Action In Public Service* (pp. 39-50). Routledge.
- Neuman, W. L. (2016). *Understanding research*. Pearson
- Ngari, J. M. K. (2015). Determinants of Implementation of Strategic Plans in parcel delivery organizations; a case of three companies in Kenya. (Doctoral dissertation, United States International University-Africa).
- Njagi, L. & Kombo, H. (2014). Effect of Strategy Implementation on Performance of Commercial Banks in Kenya. *European Journal of Business and Management*, 6(13) 62- 67
- Njeri, E. (2016). Challenges Facing Implementation of Strategic Planning In Non-Governmental Organizations. A Case Study of Kenya Red Cross Society. (Doctoral dissertation, United States International University-Africa).
- Odero, J. A. (2016). Communication as a Factor Affecting Effective Strategy Implementation in the Banking Industry in Kakamega County, Kenya. *International Journal of Management Research and Reviews*, 6(7), 950-972.
- Ogotu, M. (2017). Strategic Planning and Performance of Public entities: The moderating effects of firm characteristics. *DBA Africa Management Review*, 7(1), 862-884.
- Okeyo, P. N. (2014). Balanced Scorecard in Strategy Implementation at Discovery Learning Alliance of Kenya (Doctoral dissertation, University of Nairobi).

- Ouna, H. O., & Paul, S. N. A. (2017). Influence of Capacity Management Strategies on Performance of Hotels in Mombasa County, Kenya. A Case Study of 4 Star Hotels in Mombasa County. *Imperial Journal of Interdisciplinary Research*, 3(5), 54-76.
- Palladan, A. A., Kadir, K. A., & Chong, Y. W. (2016). Effects of Strategic Leadership, Organizational Innovativeness and Information Technology Capability on Effective Strategy Implementation. *International Journal of Organizational & Business Excellence*, 1(2), 89-101.
- Pearce, J. A. & Robinson, J. B. (2017). *Strategic Management: Formulation, Implementation Control*, 10th edition
- 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), 111-124.
- Scholes, M. S. (2015). *Taxes and business strategy*. Prentice Hall.
- Self, D. R. (2007). Organizational change-overcoming resistance by creating readiness. *Development and Learning in Organizations*, Vol. 21 (Iss: 5), pp. 11-13.
- Senge, P. M. (2014). *The fifth discipline Field book: Strategies and tools for building a learning organization*. Crown Business.
- Shimizu, K. (2017). Senders' Bias: How Can Top Managers' Communication Improve or Not Improve Strategy Implementation? *International Journal of Business Communication*, 54(1), 52-69.
- Sterling, J. (2003). Translating strategy into effective implementation: dispelling the myths and highlighting what works. *Strategy & Leadership*, Vol. 31 (Iss: 3), pp.27-34.
- Srivastava, A. K. (2014). Act for effective strategy execution: Mediating role of adapt. *Global Journal of Flexible Systems Management*, 15(4), 305-312.
- Srivastava, A. K. (2017). Alignment: the foundation of effective strategy execution. *International Journal of Productivity and Performance Management*, 66(8), 1043-1063.
- Strohhecker, J. (2016). Factors influencing strategy implementation decisions: an evaluation of a balanced scorecard cockpit, intelligence, and knowledge. *Journal of Management Control*, 27(1), 89-119.
- Tarakci, M., Ateş, N. Y., Floyd, S. W., Ahn, Y., & Wooldridge, B. (2018). Performance feedback and middle managers' divergent strategic behavior: The roles of social comparisons and organizational identification. *Strategic Management Journal*, 39(4), 1139-1162.
- Vaara, E., & Lamberg, J. A. (2016). Taking historical embeddedness seriously: Three historical approaches to advance strategy process and practice research. *Academy of Management Review*, 41(4), 633-657.
- Weimann, P, Hinz, C, Scott, E & Pollock, M., (2010). Changing the Communication Culture of Distributed Teams in a World Where Communication is neither perfect nor Complete. *The Electronic Journal Information Systems Evaluation*, 13 (2), 187 – 196.
- Wolf, C., & Floyd, S. W. (2017). Strategic planning research: Toward a theory-driven agenda. *Journal of Management*, 43(6), 1754-1788.