INTERNAL FACTORS INFLUENCING THE IMPLEMENTATION OF STRATEGIC PLANS IN ORGANISATIONS: A CASE STUDY OF NAIROBI CITY WATER AND SEWERAGE COMPANY

BY

JANE WAITHIRA MITHAMO

UNITED STATES INTERNATIONAL UNIVERSITY-AFRICA

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A Project Report Submitted to the Chandaria School of Business in Partial Fulfillment of the Requirement for the Degree of Masters of Business administration (MBA)

UNITED STATES INTERNATIONAL UNIVERSITY-AFRICA

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STUDENT’S DECLARATION

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

Signed: __________________________ Date: __________________________

Jane W. Mithamo ID. No: 637147

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

Signed: __________________________ Date: __________________________

Dr Paul Katuse

Signed: __________________________ Date: __________________________

Dean, Chandaria School of Business
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I give all the glory to God for His favor and grace in undertaking this research project.

I would like to extend my sincere and heartfelt gratitude towards my supervisor, Dr. Paul Katuse for his constant guidance and patience, timely feedback and invaluable advice while undertaking the project. His guidance and insight has helped me immensely and I could not have imagined having a better supervisor for my project.

I am also grateful to the respondents of my research at the Nairobi City Water and Sewerage Company Limited for their assistance and cooperation that has ensured the timely completion of my project.

I am deeply indebted to my family for unwavering support and encouragement that has helped me accomplish this research.
DEDICATION

This research project is dedicated to family, who have been my rock and source of inspiration, by continuously urging me to pursue my dreams.
ABSTRACT

The purpose of this study is to determine the influence of internal factors on the Implementation of Strategic Plans in organizations for the case of Nairobi City Water and Sewerage Company. The research was guided by the following research questions: How does organizational structure influence implementation of strategic plans in organizations? How does resource allocation influence implementation of strategic plans in organizations? How does leadership influence implementation of strategic plans in organizations?

The study applied the descriptive research design. The target population of the study entailed the top, middle level managers and employees in different departments of Nairobi City Water and Sewerage Company a population of 360 managers. The top level managers were 30 in number and 330 middle level managers. Stratified random sampling technique was used to select the intended sample size of 108 respondents from the two levels. However only 81 responded giving a response rate of 75%. Data was collected through a questionnaire. Questionnaires were distributed to the different respondents by hand and through electronic mail and thereafter collected after submission. The demographic data was tabulated using frequency and percentages. Pearson’s correlation was used to describe the data. The sampled data was then presented in form of tables based on the research questions by the use of Statistical Product and Services Solutions (SPSS).

The study was significant to NCWSC as it revealed that a majority of the employees were well vast with the strategies being implemented at any time and that they were also involved in the early formulation of the strategies. In doing so, both the performance of employees and revenue generation for the organization increased. The study also showed the need for organization to formulate strategies that were formidable and objective to ensure increased performance by the employees. Further to these, the study also provided the background information to research organizations and scholars who would be interested in carrying out further research in this area. Finally, the study facilitated individual researchers to identify gaps in the current research and carry out research in those areas. The study findings revealed that opinions, feedback and creativity on best practices were discouraged and that NCWSC had not fully embraced the core values of communication.
From the study it can be concluded that, structural stability provides the capacity that an organization requires to consistently manage its daily work routines and that structural flexibility provides the opportunity to allocate resources to activities that shape the competitive advantages of the firm. It can be concluded that NCWSC Resources are planned accordingly to cater for the efficient running of the various departments and ensure success. Further, delegation of duties motivates employees to improve their output. In addition financial resources and capabilities of a firm are considered while setting long term goals. From the study mobilization of organizational capabilities enables the firm to gain competitive advantage in strategic opportunities. Mobilization of organizational capabilities enables the firm to gain competitive advantage in strategic opportunities.

In light of the findings, it was recommended that Nairobi City Water and Sewerage Company should further monitor and oversee its organizational design process to achieve superior performance and overall profitability. The organization should also prioritize utilization of resources to the company’s advantage to eliminate wastage and hindrances of effective strategy implementation. The study further recommends that the organization establishes communication program that can describe what should be communicated by whom and how often. These will consequently ensure ease in communication of goals, challenges and drive the organization towards successful implementation of strategic plans.
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LIST OF ACRONYMS

NCWSC: Nairobi City Water and Sewerage Company

R&D: Research and Development

SPSS: Statistical Package for Social Science

HRM: Human resource management
CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Problem

An organization is a system of consciously coordinated activities or efforts of two or more persons. Rishapal (2014) defines an organization as the framework for organizing formal relationships of authority, responsibility and accountability. Organizations are therefore formed by groups of people with the purpose of achieving effects that one person cannot achieve individually (Tian & Tran, 2013). Further an organization can be defined as a group of people with specific goals, objectives and activities. This definition implies formal planning, division of labor and leadership. Organizations can also be thought as social entities that are goal directed, deliberately structured activity systems with a permeable boundary.

Dessler (2013) defines strategy as the company’s long-term plan that determine how to balance its internal strengths and weaknesses with its external opportunities and threats to maintain a competitive advantage. Strategic implementations on the other hand is the process that turns strategies and plans into actions in order to accomplish strategic objectives and goals. “The notion of strategy should be associated with a long-term development concept which defines objectives and ways to achieve them” (Kaleta, 2013). Thus the basic strategic choices examine the very sense of a company’s existence, its vision of the future, definition of markets and products as well as the predominant action model.

Strategy literature claims that between 50% and 80% of strategy implementation efforts fail. “The assumptions concerning the issues encountered while implementing a strategy are confirmed by studies which prove that a decided majority (different authors mention the share of 60 up to 90 per cent) of strategies being created are not implemented at all” (Kaleta, 2013). “Kaplan claims that as much as 95% of good strategies never succeed in being effectively implemented due to the mistakes made in the application stage. Further Bell, Dean and Gottschalk (2010), contend that strategy execution is commonly the most complicated and time consuming part of strategic management, while strategy formulation is primarily an intellectual and creative act involving analysis and synthesis.
Zaribaf and Bayrami (2010) found that most executives in organizations spend a great deal of time, energy, and money in formulating a strategy, but do not provide sufficient input to implement it properly, hence a need for balance. Thus, it is important to study the properties of successful strategy implementation. According to Cater and Pucko (2010), the implementation of strategies was a key driver of the emergence of strategic management in late 20th century. Strategic planning provides significantly better performance than unplanned, opportunistic adaptive approach. It provides an integrative framework for other forms of planning. Strategy provides a model for decisions concerning the enterprise’s position and identity, its capacity to make use of its strengths and the probability of succeeding in the market (Gierszewska, Olszewska and Skonieczny, 2013). The planners have to match the activities of the organization to its environment and also the organizations resource capabilities.

Chaotic and incidental conduct may prove effective and achieve success in the short run and may be short-lasting as it is an outcome of a coincidence of favorable events or simply a sheer chance. Long-lasting success and efficient functioning of each enterprise on a demanding market involves assuming priorities for the organizations’ growth, which should be reflected in the strategy envisaged. Strategy is a specific action model which defines objectives, tasks and performance standards applicable to structures, processes and behaviors. Efficiency of the strategy implementation depends on the ability to decompose it onto local managerial levels (Gębczyńska, 2016). Strategic planning has therefore been used in organizations and produced success results in organizations. However, majority of large organizations have problems with strategy implementation.

The literature supports the view that unlike strategy formulation, strategy implementation cannot be achieved by top management alone; it requires the collaboration of everyone inside the organization and, on many occasions, parties outside the organization. While formulating a strategy is normally a top-down endeavor, implementing it requires simultaneous top-down, bottom-up, and across efforts Performance (Zaribaf & Bayrami, 2010). The goal of organizations’ include employee and management performance goals, productivity goals, profitability goals, innovation goals, market share goal and social responsibility
goals. Organisations are not limited to what they achieve but how they are able to meet this objectives.

According to Ng’ang’a and Ombui (2013) in a business entity many stake holders must be involved in the strategic management process. Apart from the interests of the shareholders, suppliers’ employees, they also need to account for the interest of customers, governments’ agencies, donors and the community. Each of the stake holders makes demand upon an organization and thus the management must bring these stake holders into the strategic management process to maximize satisfaction for all (Ng’ang’a & Ombui, 2013).

Organizations’ in a bid to maximize satisfaction, may ask, where are we? Where do we want to go and how do we get there? These are important questions to ask in light of changing circumstances. These questions ought to force organizations to evaluate the conditions in their operating environment, examine competitive pressures, carry out SWOT analysis and identify strategic issues. Thus requiring a need for development and implantation of strategic plans that are capable of moving organizations’ to their desires future state (Ombui & Ng’ang’a, 2013). While formulating an innovative and unique strategy is key and critical to sufficiently lead an organization to success in today’s business (Oman, 2014) argues that ensuring that the strategy works is equally important. Organisations should pay close attention to the implementations of strategic plans to identify and rectify challenges that result in failure. Indeed, good strategic management is a function of people actively considering strategy as they make day-to-day decisions in an ever-changing world (Oman, 2014).

It is a ministerial requirement that public organizations including parastatals in Kenya develop strategic plans as a means of enhancing results based management and efficiency in their operations. The plans provide direction in regard to resource targeting and program implementation. One factor that stands out as a key determinant to organizational success is planning effectiveness. Strategic planning is a line of action designed by the organizations to achieve desired targets with a scale using available resources. According to Ndegwa (2014), Planning is a process of identifying a purpose and then deciding upon the approaches, techniques, methods, procedures, time horizons, resources and all that must be done to accomplish a purpose. He further argues that the central role of planning is the projection of targets looking and thinking forward in time. Plans contain practical guidelines, precise goals
and targets and a timetable for attainment. Targets can be articulated without ambiguity and measurements of attainment against them set out.

The Nairobi city Water and sewerage Company is a water service provider charged with the provision of the water and sewerage services in Nairobi. Water and sewerage services were previously offered by the Water and Sewage Department of the Nairobi City Council. The enactment of the water act 2002 led to the formation of Nairobi city water and Sewerage Company and was tasked with providing clean water and sewerage services to the residents of Nairobi in a financially sustainable manner and within government regulations. Under the new Act, water service providers are licensed by water service boards to retail water in their jurisdictions. Nairobi city Water and sewerage Company is one such water service provider, which has been appointed by the Athi Water Service Board to provide water and sewerage services to the residents of Nairobi and its environs. (Nairobiwater, 2016)

Nairobi city water and Sewerage Company (NCWSC) was incorporated in December 2003 and is a wholly owned subsidiary of the city council of Nairobi. The company operates through seven administrative business centers in Nairobi with three dam stations, one spring, three water treatment plants and two waste water plants. The company however, has operational autonomy to enable it to run efficiently and without interference. The Company has an independent Board of 12 Directors constituting of professional individuals drawn from private sector organizations, professional bodies, the NGO sector and the City Council (Nairobiwater, 2016). To enhance the Nairobi Water Company’s efficiency, the senior management team of the Company has been recruited competitively from the job market. Both Directors and senior management staff are bound by code of ethics that assures suppliers of due diligence in keeping with the Company’s goal of strengthening its corporate governance.

Since the Company is run on commercial principles, staff and management are integrated into a competitive and productive environment that is customer-focused and results-oriented. The Company is also ISO 9001 certified to ensure the consumers on the quality management systems adopted within the Company. (Nairobi water, 2015). Currently, of the three million residents of Nairobi, only 50 per cent have direct access to piped water. The rest obtain water from kiosks, vendors and illegal connections. Of the existing customers, about 40 per cent
receive water on the 24-hour basis. The Nairobi Water Company is committed to ensuring that all stakeholders receive water regularly and efficiently and that the water reaching the customers is of highest quality. The Company aspires to be a role model among other water companies established across the Africa (Nairobiwater, 2016).

1.2 Statement of the Problem

Every strategy requires that it should first be designed and then implemented (Gębczyńska, 2016). Strategy implementation is the translation of chosen strategy into organizational action so as to achieve strategic goals and objectives. A key aspect of implementing strategy is the need to institutionalize that strategy so that it permeates daily decisions and actions in a manner consistent with long term strategic success. Strategic plans provides a model for decisions concerning the enterprise’s position and identity, its capacity to make use of its strengths and the probability of succeeding in the market” (Gierszewska et al., 2013). Ideally these plans should provide direction in regard to resource targeting and program implementation. Although formulation of a strategies is a difficult task for any management team, executing and making the strategy work is even more difficult.

Gębczyńska, (2016) contends that strategy implementation phase is the most problematic one, and it usually creates the most serious difficulties stemming from the emerging doubts, being consequences of complexity of the given problem. Succeeding in strategy implementation is particularly difficult in practice (Cater & Pucko, 2010). “Classically somewhere in the range of half of all ideas described in strategic plans never see the light of day” (Burlton, 2015). A strategy well defined is but a half of the success. Most strategies which did not bring the expected outcomes had deserved their fate not because they were lacking a clear vision, but because they were lacking appropriate implementation.

According to Cater & Pucko (2010), while 80% of firms have the right strategies, only 14% have managed to implement them well. It is important for organization to strike balance between strategy formulation and implementation. These is because a well-formulated strategy is meaningless if it is not implemented well and at the same time over consideration in the implementation process might result in formulating uncompetitive strategies that in the end may be a waste of time and resources. Cater and Pucko (2010) mention the problem of strategy transfer to lower organizational levels as a major obstacles to efficient strategy
implementation While Mintzberg (2014) believes that the strategic planning models of the 1960s and 1970s ultimately failed because they did not distinguish between strategic planning and strategic thinking. Miller found in his research that the victories and strengths of companies can often be the cause of their future strategic failure.

Miller further outlines four major causes of strategic failure: leadership traps, monolithic cultures and skills, power and politics, and structural memories. All of these causes emerge while an organization is experiencing success-especially in its strategic initiatives. In addition, organizations with strategic plans rarely implement them and the result has been haphazard planning techniques, poor prioritization and failure to use the meager resources for the right projects (Ndegwa, 2014). Top level management have a clear defined vision formulating and assigning the basic strategies for the organizations’, however the employees understanding and perception for the same may not be aligned. Consequently they fail to make the necessary efforts to achieve the objectives derived from their vision. Implementation of strategies highly affects all levels of organization and both divisional and functional levels. Most organizations’ fail to achieve their goals and objectives, and this is reflected through poor performance.

Eddie (2010) it is important for organizations’ to identify the factors affecting the implementation of strategies. These amplifies the role of an evaluation system that allows managers and decision makers to identify these factors and estimate their success rate in the implementation phase. Eddie (2010) explains the purpose of strategic planning as, maintaining a favorable balance between an organization and its environment over the long run. It provides a systematic process for gathering information about the big picture and using it to establish a long-term direction and then translate that direction into specific goals, objectives, and actions. According to (Mingaine &Mumbua, 2015) it blends futuristic thinking, objective analysis, and subjective evaluation of goals and priorities to chart a future course of action that will ensure the organization’s vitality and effectiveness in the long run. At its best it permeates the culture of an organization, creating an almost intuitive sense of where it is going and what is important (Osborne & Gaebler 2012).

In Kenya, organizations’ have realized the importance of strategic planning because they recognize the challenges they face today. Thus these relationships between performance and
strategic planning created the need basis for this study. The purpose of this study therefore is to carry out an analysis of the factors that influence implementation of strategic plans in organizations’. It is evident that strategic plans are well formulated in NCWSC citing the current strategic plan of 2014/15-2018/19 (Nairobi water, 2015).

There seems to be a problem in the implementation because some services are not delivered as laid down in the strategic plan. These services can be cited as follows: Public outcry of water shortage in Nairobi city, concerns of sewer managements, service delivery and customer satisfaction, access of water in the informal settlement (Nairobi water, 2015). The researcher is interested in investigating why the strategic plans were not implemented properly after being well formulated in the strategic plan.

Due to the reforms in the water act 2002, the water sector in Kenya has undergone fundamental changes that gave rise to water service companies’ formation. According to Kamali, Musiega and Mbithi (2015) the water service provider have come up with strategic plans that if successfully could lead to effective water service delivery. Studies done within the sector reveal that, the management of water resources and water supply has continued to be a major problem. “Water reforms have not been sufficiently implemented as expected since most of the expected outcomes of the water sector have not been achieved” (Kanyeke, 2011). Today, many public sector enterprises have failed to implement well thought out strategies due to insufficient implementation of strategic plan (Murugi & Mugambi, 2014)

A study conducted by the Ministry of Water and Irrigation on the National Water Services Strategy (NWSS) between 2005 and 2007 revealed that the institutional framework to adequately carry out the water sector reforms was not properly functional. In addition Funds to expand water to all underserved areas in the republic were insufficient and misappropriated. According to the study, there lacked a proper national monitoring and evaluations procedures on water services and that well documented investment programs in the water sector to carry out water reforms effectively were inadequate. Kanyeke (2011) further notes that the sector lacks the resources and capacities required to adequately carry out water sector reforms.” Inadequate technological resource, insufficient management approaches, lack of control over the implementation of the plan and inadequate support from the central government impact negatively on the implementation process” (Murugi &
Mugambi 2014, Buluma 2013, Gitau 2013, Kihara 2013) This study pursued at filling the gap by carrying an in-depth analysis of the internal factors affecting implementation of strategic decision within Nairobi city water and sewerage company.

1.3 Purpose of the Study
The purpose of this study is to determine the influence of internal factors on the Implementation of Strategic Plans in organizations.

1.4 Research Questions
1.4.1 How does organizational structure influence implementation of strategic plans in organizations?
1.4.2 How does resource allocation influence implementation of strategic plans in organizations?
1.4.3 How does leadership influence implementation of strategic plans in organizations?

1.5 Significance of the Study
1.5.1 Nairobi city water and Sewerage Company
The study will be significant to NCWSC by ensuring that all its employees are well vast with the strategies that shall be implemented at any time and they are also involved in the early formulation of the strategies. In doing so, both the performance of employees and revenue generation for the organization will increase.

1.5.2 Management and Staff
The study will be significant in that it will help management and staff by empowering them through effective leadership. The study will show the need for organization to formulate strategies that are formidable and objective in ensuring the increase performance of the employees

1.5.3 Research organizations
The study will provide the background information to research organizations and scholars who will want to carry out further research in this area.
1.5.4 Individuals Researchers

The study will facilitate individual researchers to identify gaps in the current research and carry out research in those areas.

1.6 Scope of the Study

This research will be limited to determining the influence of internal factors on the Implementation of Strategic Plans in organizations with reference to Nairobi City Water and sewerage company. The research will be carried out at the Nairobi City Water and sewerage company headquarters, Enterprise Road, Nairobi. The study will target the senior level management, middle level management and the lower level employees. The study will be conducted between the months of September 2016 – March 2017.

1.7 Definition of Terms

1.7.1 Implementation

According to Thompson and Strickland (2014) implementing strategy is the connecting loop between formulating and control.

1.7.2 Strategic plans

Strategic planning is a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it (Bryson 2012). It provides a systematic process for gathering information about the big picture and using it to establish a long-term direction and then translate that direction into specific goals, objectives, and actions.

1.7.3 Organization structure

Organizations structure are the formal pattern of interactions and coordination designed by management to link the tasks and patterns of individuals and groups in achieving organizational goals. Griffin and Moorhead (2010) defines Organization structure as the system of task, reporting, and authority relationships within which the work of the organization is done.
1.7.4 Resources

Tavitiyaman, Qu and Zhang, (2012) defined resources as all assets, capabilities, organizational processes, firm attributes, information, knowledge, etc. controlled by the firm that enable the firm to conceive of and implement strategies. Resources can be categorized as physical resources, human resource and financial resources.

1.8 Chapter Summary

Chapter one presents the background on internal factors influencing the Implementation of Strategic Plans In organizations in Kenya. The chapter also explains the statement of the problem regarding the internal factors influencing the Implementation of Strategic Plans In organizations within an organization with specific objectives, significance of the study, importance and the scope of the study.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction
This chapter gives an in-depth discussion of the arguments that have been advanced in the past on the meaning of strategic plans, implementation of strategies and the factors that limit successful implantation of these plans.

2.2 Organizational structure influence on implementation of strategic plans in organizations
The structure of an organization illustrates the form of an organization. Bhattacharyya (2008) further states that the form of the organization is evident from the way various divisions, departments, functions and people are linked together. According to (Kiptoo & Mwirigi, 2014) every organization has a unique structure that reflects its current image, reporting relationship and internal politics. In one sense, structure is the arrangement of duties for the work to be done. In another sense, structure is the architecture of business competence, leadership, talent, functional relationships and arrangement (Tian & Tran, 2013). Further organizational structure is defined as the shape; division of labor; job duties and responsibilities; the distribution of power, and decision-making procedures within the company.

(Muhando, 2015) “Structure is the design of organizations through which the enterprises are administered, including lines of authority and data flow through the lines.” Thus it specifies roles, procedures, governance mechanism and decision making processes. Organization structure must be congruent with the strategy thus implying, there must be a ‘fit’ between them. Leaders must consider whether the organizational structure facilitates the free flow of information; co-ordination, and the cooperation between management and other functional areas (Kiptoo & Mwirigi, 2014). Structure informs “who does what”, and “levels of accountability”. This distinctly indicate that organizational structure is a fundamental factor when looking at how strategic planning can be implemented in organizations. Structures play a major roles in delivering the expected results and without proper structures then strategic planning might not see the light in some organization (Kiptoo & Mwirigi 2014)
The organization structure that will translate in most effective strategy implementation must be developed, taking into account the size of the business, diversification of the product range, rate of change in the environment and the need for information (Muhando, 2015). The developed organization structure must be practical and acceptable, and must follow the business strategy in order to make it possible to achieve the goals (Kiptoo & Mwirigi 2014) “Very little empirical evidence exists on what part of the organizational structure matters and what is its main channel of influence exits in organization. Different structures that exits in organizations impact differently on the overall performances of the company” .To successfully implement organizations business model and strategies ,consideration of organizational design, the process of selecting the right combination of organizational structure, control systems, and culture is of utmost importance. Companies must monitor and oversee the organizational design process to achieve superior profitability (Hill & Jones, 2013)

Most companies are configured in terms of four basic elements of organizational culture. These are namely; span of control, centralization, formalization and departmentalization. The most necessary elements to describe the shape of an organization are its breadth and depth (Hill & Jones, 2013) .The depth defines the number of hierarchical layers or management levels that lay between the top management and operational employees. The breadth could be measured by the control span, that is, the number of a supervisor’s direct reports or subordinates. The span of control can be calculated at each hierarchical layer, but it can also be averaged across the levels of an organization. Obviously, there exists an inverse affiliation between depth and breadth, given to an organization’s size (Hill & Jones, 2013).

2.2.1 Types of organization structures

According to Galbraith (2014) the structure of an organization is about the distribution of power and authority across a hierarchy. Organisations have hierarchical forms such as functional organisation, product/business unit organisation, customer business unit, channel organisation, geographical organisation, hybrid structure and matrix organization. Galbraith (2014) further states the importance of functional hierarchy to be two fold 1). Decisions are made in order to coordinate the behavior of a large number of people who would otherwise
not make timely decisions on their own. It is a path of escalation in order to resolve dispute among people and offer direction for an organization.

Mintzberg discusses various components of organization structure: ideology, technological structure, support staff, strategic apex, operating core, middle line, that give rise to potential classification of five different types of organizational structure. These are: (1) machine bureaucracy (standardized structure) (2) professional bureaucracy (3) adhocracy or innovative forms (4) simple or entrepreneurial forms and (5) divisional forms. Each structural form indicates different pattern of behavior of the firm. (Bhattacharyya, 2008) “Organizational structure that conforms to machine bureaucracy emphasizes on the standardization of work and centralized decision-making. Very large organizations like: GM and Ford are examples of machine bureaucracies. This form of structure prescribes limits to behavior and procedures for members. It makes status polarization (maintaining hierarchies), and control both their internal and external stakeholders by determining the rigid boundaries between themselves and their stakeholders. Such organizations tend to be secretive.”

Narrow-minded attitude prevents internal cooperation and discourages learning for the people. What is even inconceivable is that, such organizations practice so much insularity, such as they even do not allow employees of one department to enter into another department. They promote competition, and not collaboration among employees. According to Rishipal (2014) Organizations that subscribe to professional bureaucracy avoid excessive formalizations and they are characterized by professional managers, high degree of functional autonomy enjoyed by employees, and less control is experience. Employees therefore feel empowered to cope with the external eventualities, facing the organizations. These type of organizations, promote learning environment, support competency development, and truly transform people as good performers due to their open and cooperative nature, (Bhattacharyya, 2008).

Adhocracy or innovative structure, relates organization to their corporate culture and such organizations decentralize their decision making process, promote open communication, discussions negotiations and interactions with people and divisions (Rishipal, 2014). According to Mintzberg, such firms demonstrate alliance-building behavior. The entrepreneurial form or organization structure is simple since a single entity directs the
activities of the firm. Bhattacharyya (2008) urges that such organizations experience advantages if they are built on trust since they change existing norms with ease if incompatible. However if trust is absent, such organizations demonstrate great amount of instability.

The fifth and final type organizational structure is the divisional form. Rishipa l (2014) states that though divisional structured organizations focus on autonomous division, they may not always imply decentralized decision making. Thus they often sparks intra-unit fighting and generates 'cow-boy mentality. According to Bhattacharyya (2008) organizations structures traditionally showed vertical operations responsibilities with horizontal linkages that were represented by charts. In today complex business environment however, more modern forms of organization structure exist: flat, networked, matrix and even virtual organizations. The evolving business environment therefore causes changes in both the reporting relationships and corresponding structure in organisations. This necessitates periodic organizations restructuring, manpower downsizing job compositional shift and makes reporting redundant.

2.2.2 Role of organization structure on implementation

Fischbach, Schoder and Simon (2014) found that the key elements of strategy implementation are business processes and organizational units. Cavusgil, Xu, and Yaprak, (2011) claim that efficient implementation of any strategy entails ensuring that the structure and processes internally match the strategy envisaged. “While formulating the recommended activities in the scope of strategy implementation, one should assume that the corporate strategy should be reflected in both the functional and the process-oriented system, and therefore decomposition of strategic goals should only concern the objectives of departments and of processes, and then should be coordinated on the level of position-specific objectives” (Gębczyńska, 2015). Thus Organizational structure helps to determine the authority relationships among the members of organization, and hence influences the behavior of individuals, groups and divisions within the organizations.

Achieving these would otherwise be complicated as (Skrzypek and Hofman, 2010) states “Identification and formulation of individual objective categories is a very difficult and complex process, implemented in the course of operations of interdisciplinary teams
dedicated to that purpose”. Another role of the structure of an organization is that it affects the division of tasks. Implementing a strategy in an organization requires that all employees are involved.

With employees involvement then a uniform mode of action compatible with strategic objectives is envisaged. Involvement of employees is connected with empowering them in the process of the strategy planning and implementation. In the implementation stage, one should explain how the objectives assumed are translated into tasks of employees (Gębczyńska, 2016). This is a problematic sphere, and previous studies (Woźniak and Sołtysik, 2013) confirm the difficulties encountered while proceeding with the implementation in the practice of Polish enterprises. Results of surveys concerning identification of strategic success factors of an enterprise stress the problem of employees being aware of long-term corporate objectives. Automakers’ strategy and structure (2016) the design of the organizational structure is critical to the Strategy implementations success through a combination of factors among them information sharing and communication with the organization.

Thus organization structure plays a role in organization of communication channels. Kohtamäki, Kraus, Mäkelä, and Rönkkö(2012) the process of identifying and explaining a company’s purpose and strategic targets is an important aspect of organizational learning because it involves organizational members in a strategic dialogue, increases personnel understanding of strategy and steers organizational learning in a specific direction. Finally organizations structure play the role of participative planning influencing good working relationships that direct the way how people relate to each other.

The study Kohtamäki et al. (2012) develops a path model in which personnel commitment to strategy implementation and organizational learning mediate the relationship between participative strategic planning and company performance. Kohtamäki et al.(2012) argues that personnel commitment to strategy implementation mediates the link between participative strategic planning and company performance because participative strategic planning increases personnel understanding of the company’s purpose and strategic targets,
clarifies why strategies are implemented and creates a sense of shared purpose for employees. The way in which processes are performed determines the quality of products, decides on the outcomes achieved and, by that means, affects the strategy implementation.

2.3 Resource Allocation influence implementation of strategic plans in organizations

Organizational capabilities are equated to the collective skills and abilities within an organization to organize, manage, and coordinate and control specific activities. Resources can be categorized as human resource, physical resources and financial resources. Tavitiyaman, Zhang and Qu, (2012) defined resources as all assets, organizational processes, firm attributes, capabilities, knowledge information, etc. controlled by the firm that enable the firm to conceive of and implement strategies. Enz (2008) argued that a single resource cannot create competitive advantage. Rather, it is the combination of competitive resources – information technology (IT), human resources (HR), branding, innovations, computer reservation systems, niche marketing and advertising, and pricing tactics – that can increase an organization’s capabilities and improve performance (Olsen et al., 2008).

Many well-conceived plans which cost organizations a fortune are never implemented and lie in the library accumulating dust. This is as a result of poor implementations strategies based on capabilities and resources of the firms (Wheelen and Hunger, 2010). Some strategies fail because not enough resources were allocated to successfully implement them. Sterling argues that lack of resources is generally a bigger threat to capital intensive strategies. Sterling further adds that the problem can emerge just as readily in the middle market company or a service company that is simply short of people and time. Jeroen, Spender, & Aard (2010) discovered in their studies that an organization with limited resources is constrained on the implementation of its strategic plans hence it is less competitive in the business world.

Njeri (2016) “The need to recognize shortage of resources and the objective to develop both the existing and expected new resources is critical in compelling leaders and managers to
motivate the organization towards effective strategic plan implementation”. A recent school of thought based on extensive research suggests that competitive advantage of a firm depends on the resources the firm can command (Grattan, 2011). It is through good training and development of human resource that other resources become viable and when closely monitored, achieve strategic goals (Pearce & Robinson, 2009).

According to Kezengwa (2016) “Financial resources are one of the critical resources which affect the ability of an organization to execute given tasks”. Hussey (2013) further adds that financial resources can be a limiting factor and the way which it is obtained may make it easier or harder to further resources in the future. Kidombo (2007) observed that material wealth, knowledge resources, and coordination ability are key to successful implementation of strategy. Ongonge (2013) notes that if organization’s resources are not utilized to the organization’s advantage, the resources become a waste and burden that hinders effective strategy implementation. Ongonge (2013) further attributes the lack of proper management of resources to the frequent failure to implement well planned and documented strategic plans across Africa. According to Njeri (2016) adequate number of employees alone is not enough to drive forward an implementation plan. There is need to have good leadership and well trained managers that will coordinate the usage of organization resources which are normally scarce and very costly to get.

2.3.1 Human resource and strategy implementation

The people who make up an organization -human resources- are considered to be one of the most important resources of today’s firms (Çaliskan, 2010). The purpose of implementing strategies is that managers and employees collaborate to perform formulated strategic planning (Mingaine & Mumbua, 2015). Porter (2012) support these by claiming that for implementation of strategies successfully, managers should have high interpersonal and human relation skills. Implementation success depends on motivating employees, which is the art of managers. Human capital or human resource is recognized as a major factor for organization’s success. An organization with all the other resources minus effective human resource can accomplish very little of its objectives if any (Ragui & Gichuhi, 2013).

Parallel to the understanding that human resources are vital for an organization, human resource management function is also going up in organizational hierarchy. Human resource
management aims to ensure that the organization obtains and retains the skilled, committed and well-motivated workforce it needs (Çaliskan 2010). Human resource management (HRM) is as a strategic approach to leveraging people's capabilities for an organization to achieve competitive advantage.

HRM is an approach that consist of four functions namely: staffing, development, motivation and training, and four activities; getting people, preparing them, stimulating them, and keeping them. (Kar, 2012) states “Michigan school of thought highlight strategic tools to HRM as: succession planning, human resources planning, performance management, competency building, training and re-training for skill development, people centered organizational development interventions, value creation through HR, leveraging human potential, reward management, and managing change” . Kar(2012) further outlines some strategic HRM issues to include motivation issues, skill availability and development; compensation design and structure, remuneration system, employee grading, performance management system, career development framework and competency frameworks for assessment and evaluation.

According to Çaliskan (2010) toward the end of the twentieth century, management came to accept that people, not markets, products, cash, buildings, or equipment, are the critical differentiators of a business enterprise. All the assets of an organization, other than people, are inert. They are passive resources that require human application to generate value. Further to these, the key to sustaining a profitable company or a healthy economy is the productivity of the workforce. Ragui and Gichuhi (2013) found human resource practices to be instrumental in strategy implementations, such practices were found to motivate staff and consequently increase strategy implementation level. Several other scholars have found human resource management as a key factor in strategy implementation. For instance Roberto and Arocas (2007) found that salary strategies and job enrichment strategies had an impact on performance of teachers and ultimately business strategy implementation. Lobburi (2012) however in addition to salary strategies in Thailand also unveiled fairness and growth opportunity strategies as key to motivation of staff.

Çaliskan (2010) argues that for an organization to successfully gain and sustain competitive advantage aimed at effectively implement strategies, HRM needs to achieve the following
strategic goals: 1) invest in people through the introduction and encouragement of learning processes designed to increase capability and align skills to organizational needs, 2) ensure that the organization recognizes the knowledge required to meet its goals and satisfy its customers and takes steps to acquire and develop its intellectual capital,

3) Define the behaviors required for organizational success and ensure that these behaviors are encouraged, valued and rewarded, 4) encourage people to engage wholeheartedly in the work they do for the organization, and 5) gain the commitment of people to the organization’s mission and values. During strategy implementation, certain obstacles may exist that prevent the desired changes from occurring within an organization. As a general rule of thumb, there are five basic causes for strategy implementation failure and the human resource management must endeavor to overcome them. The five causes are 1) poor coordination within management 2) inability of employees to buy into the strategy plan due to lack of understanding, employee feel no personal responsibility 3) inadequate change within the unit due to managers inability to direct efforts of their work unit towards conforming with the new strategy.4) weak interdepartmental coordination 5) lack of monitoring systems to measure progress. Thus the human resource must establish itself as the driving force behind the strategy implementation effort. Çaliskan (2010) summarizes this by stating that human resource role is to create a linkage or integration between the overall strategic aims of business and the human resource strategy and implementation

2.3.2 Financial resources and strategy implementation

The money available to a business for spending in the form of cash, liquid securities and credit lines in order to be able to operate efficiently and sufficiently to promote success. Riding et al. (2012) outline the different sources of financing to include external equity capital, external financing, and external debt capital and trade credit. According to Kamali, Musiega and Mbithi (2015) Financial resources have a big significance as far as implementation of strategic plans amongst organizations is concerned. Wachira (2012) notes that “the project budget is the final result of the planning cycle of the management control and cost systems. The budget must be reasonable, attainable and based on contractually negotiated costs and the statement of Works’’
Wachira (2012) further notes that “The basis of the budget is historical cost, best estimates, or industrial engineering standards. The budget must identify planned manpower requirements, contract allocated funds, and management reserve.” Kihara (2013) carried out a research on factors affecting the implementation of strategic performance measurement system of parastatals in Kenya. The findings from the research showed that inadequate finances for implementation of performance system affect the implementation process to a great extent.

In addition to these, provision of funds will also improve the implementation of performance measurements systems to a great extent. These findings implies that the availability of finances affect the implementation of performance systems in an organization. Several scholars have conducted research on financial resource as a factor that affect implementation. In the study on challenges facing the implementation of water sector reforms at Tana water services board (Kanyeke, 2011) concluded that lack of adequate donor funds and inadequate budgetary allocations have negatively affected the implementation of the reforms because capital intensive water infrastructure developments have not been erected to serve the increasing population in the board area.

Buluma (2013) study on institutional related factors affecting the implementation of strategic plans in local authorities in Kenya, concluded that the central government should allocate enough funds in time and other resources to the Local Authorities so as to necessitate speedy implementation of the strategic plan. In the study (Gitau, 2013) concluded that financial resources had a significant relationship on the Implementation of the Strategic Plan in secondary schools. In conclusion Kamali, Musiega and Mbithi (2015) study found that the company’s process of implementing the strategic plan is not very effective as it has no adequate financial resources for successful implementation.
2.4 Leadership influence on implementation of strategic plans in organizations

According to Grimm, (2010) leadership is a multifaceted process of identifying a goal, motivating other people to act, and providing support and motivation to achieve mutually negotiated goals. Gębczyńska (2016) Strategy is a specific action model which defines objectives, tasks and performance standards applicable to structures, processes and behaviors. Efficiency of the strategy implementation relies on the ability to decompose it onto local managerial levels. Nyamtema, Urassa, and Roosmalen (2011) found that the problem of insufficient implementation of maternal health interventions is generally attributed to three interlinking factors, i.e. resources, leadership and management and end-user-related factors. The leadership and management-related factors include lack of enabling policies for maternal health care, underutilization of the available resources, poor management and insufficient commitment of politicians. Evidence strongly suggests that strategy implementation has been increasingly turning to a central challenge to managers and organizations in recent decades (Ranjbar, Shirazi & Blooki 2014). “A key cause for missing strategy goals is that leaders do not invest the same amount of time, energy and resources in managing the implementation of the strategy as they do in setting the strategy. They also do not realize that managing strategy implementation requires well-orchestrated management processes and that they need to go beyond the routine course of business processes to make it happen. Therefore, in order for companies and business entities to reach the audacious ambitions set out for their strategies, they need to thoughtfully manage the way the strategy is to be implemented “(Getz & Lee, 2011).
Cater and Pucko (2010) argue that while a well-formulated strategy, a strong and effective pool of skills, and human capital are extremely important resources for strategy success, poor leadership is one of the main obstacles in successful strategy implementation. Further to these there is a general accord that leadership is at the core of strategy implementation, and that while the strategic plan may have good ideas and guidelines, the challenge is in translating the ideas and following the guidelines that lead to concerted well guided effort to lead the change. Leadership is the human factor that leads an institution towards realizing goals through voluntary co-operation of all the people in the business.

Strategic leadership is defined as “the leader’s ability to anticipate, envision, and maintain flexibility and to empower others to create strategic change as necessary” (Hitt, Ireland, & Hoskisson 2007). A business often succeeds or fails because of the presence or absence of good leadership. The top management through the strategic management process determines the performance and long run direction of the organization by ensuring careful formulation, proper implementation and continuous evaluation of plans and keeping them current as changes occur internally and in the environment (Rue & Byars 2009).

2.4.1 Types of leaderships

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

Leadership can be learned, and power can be developed, but in order to be an effective leader, one must be able to distinguish from the various forms of power and select the one most in line with his or her character traits, leadership style and working environment. There
are many ways to lead and every leader has own style. Some of the more common styles include autocratic, bureaucratic, democratic and laissez-faire (Rauf et al.2015). Transactional leadership involves offering rewards to others in return for compliance. Transactional leaders focus on management tasks and do not identify shared values of a team. Despite these the rewards can have a positive effect on followers’ satisfaction and performance. Autocratic leadership is an example of transactional leadership (Giltinane, 2013) Autocratic Style of Leadership, manager retains as much power and decision-making authority as possible. The manager does not consult employees, nor are they allowed to give any input. Employees are expected to obey orders without receiving any explanations. The motivation environment is produced by creating a structured set of rewards and punishments (Rauf et al.2015). Authoritarian Style of Leadership also known as autocratic leaders, provide clear expectations for what needs to be done, when it should be done, and how it should be done. There is also a clear division between the leader and the followers. Authoritarian leaders make decisions independently with little or no input from the rest of the group. Researchers found that decision-making was less creative under authoritarian leadership. The democratic leadership style is also called the participative style on the other hand encourages employees to be a part of the decision making. The democratic manager keeps his or her employees informed about everything that affects their work and shares decision making and problem solving responsibilities. This style requires the leader to be a coach who has the final say, but gathers information from staff members before making a decision. Rauf et al. (2015) Democratic leadership can produce high quality and high quantity work for long periods of time. Many employees like the trust they receive and respond with cooperation, team spirit, and high morale. The laissez-faire leadership style is also known as the "hands-off "style. It is one in which the manager provides little or no direction and gives employees as much freedom as possible. All authority or power is given to the employees and they must determine goals, make decisions, and resolve problems on their own. This type of leadership is an effective style to use when employees are experienced, educated, highly skilled and when they have pride in their work and the drive to do it successfully on their own (Rauf et al.2015). Vinkenburg et al (2011) suggested that transformational leaders inspire their followers to go beyond the call of duty and act as mentors.
Transformational leaders express a clear, compelling vision of the future, intellectually inspire followers, identify individual differences and assist followers to develop their strengths (Giltinane, 2013) transformational leaders provide inspiration and motivation to invigorate others to pursue the team’s vision. If followers have input into the team’s vision they feel valued, and the relationship between leader and follower is enhanced. This encourages followers to develop ownership of the team’s vision and move towards achieving this, thereby increasing morale. Followers become motivated to develop their own leadership skills (Rolfe, 2011).

When dealing with groups, such leaders aim to express the significance of group goals, develop shared values and beliefs, and motivate a united effort to achieve group goals (Wang & Howell, 2010). Effective transformational leadership requires trust between the leader and followers. If followers trust the leader they will do whatever the leader envisions (Bach & Ellis, 2011).

Situational leadership, also known as having a contingency approach involves applying leadership style in different situations (Grimm, 2010). Thus it is important for top-tier leaders to encourage subordinate leaders to develop different leadership styles to manage different situations. The core competencies of situational leaders are the ability to identify the competence, performance, commitment of others, and to be flexible (Lynch et al., 2011).

Implementing a strategy in an organization requires that all employees are involved and that a uniform mode of action compatible with strategic objectives is envisaged. Gębczyńska (2016) Involvement of employees is connected with empowering them in the process of the strategy planning and implementation, this requires proper leadership. In the implementation stage, a leader should explain how the objectives agreed upon are translated into tasks of employees Goleman emphasizes that an effective leader is skilled at several of the basic style and has flexibility to switch between the styles as circumstances dictates

### 2.4.2 Role of leadership in strategy implementation

A leader’s role is to elicit effective performance from others. This involves leading and influencing the development of shared values, vision and expectations to enhance their organization’s planned goals and overall effectiveness (Giltinane, 2013). Ensuring employees’ buy-in and direct their capabilities and business understanding toward the new
strategy is a key challenge in successful strategy implementation. Thus, the need for effective leadership outweighs any other factor (Rajasekar, 2014). Leadership consists of the interaction between personalities and circumstances, as interpreted by the group. Muhando (2015) pointed out that a particular relationship develops between a leader and his followers and these relationship imply that subordinate willingly strive to achieve the leaders aims and that leaders influence their subordinates.

Muhando (2015) further states that manager’s responsibility lies in the use of power to influence subordinates to work harder and achieve mutual objectives thus, Leadership depends on an ability to acquire and use power from both positional and personal sources.

According to (Elsenbach, Pillai & Watson, 2009) the importance of leadership to the strategic management process is underscored by the fact the process entails formulation and institutionalizing of the new approach. Thus Manager’s need to earn people's confidence if they expect acceptance of and commitment to strategic change. Muhando (2015) Leadership is the entire process of translating strategy into results and is essential in engaging the hearts and minds of the people. The success of implementing strategy is generally associated with those who facilitate the change process.

Communication is another aspect of leadership that affect implementation of strategies. Sullivan (2016) points out that lack of focus, a low level of “engagement” and commitment resulting in an unclear mission hamper strides of achieving a mission. According to (Antony & Coronado 2012) it is important to establish a communication program that can describe what should be communicated by whom and how often. in success factors for the implementation of six sigma journal. Antony and Coronado (2012) further claim that it is important to have a communication plan that includes personnel to show them how it works, how it’s related to their jobs and how it benefits them. Henderson and Evans (2011) argue that by doing this, resistance to change can be minimized. Efficient communication should be able to give compressive explanation of responsibilities, new duties and obligations which are to be carried in a given organization. Effective communication is a key requirement for effective strategy implementation (Mazzola & Kellermanns, 2010).

Forman and Argenti (2010) established that alignment between the strategic implementation process and corporate communication function was visible in those firms that were experiencing fundamental strategic change. Resource allocation is another key role of
leadership. According to Maw-Shin, Yung-Lung and Feng-Jhy, (2014) the human resource factor in strategy implementation involves attracting the right type of people; developing the skills and abilities, knowledge and human resource retention. Leadership also plays a role in financial resource allocation and alignment; a leader must prioritize and make resources available during strategic implementation (Lussier & Achua, 2009). “Strategy implementation requires leadership skills, precision planning, and organizing of resources and activities as well as ensuring people’s commitment to the new strategy” (Rajasekar, 2014)

2.5 Chapter summary

This chapter reviews literature on the effects of internal factors on the implementation of strategic plans in organizations. The first section of the chapter discusses literature on the role of leadership in strategy implementation of an organization; the second section evaluates literature on the role of resource allocation in strategy implementation in organizations and the third section discusses the role of organization structure in strategy implementation in an organization. A discussion of the research methodology used in this research is presented in the next chapter.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction
The purpose of this study was to investigate the factors influencing the implementation of strategic plans in organizations. In this chapter an outline of how the research was conducted has been presented. It further indicates the sources of the data and the type of data that was collected. The research design, the methodology for data collection, the approach and data analysis has also been presented in this section.

3.2 Research design
A research design is simply the framework or plan for a study used as a guide in collecting and analyzing data. It is the blueprint that is followed in completing a study (Churchill & Iacobucci, 2010). It constitutes the blueprint for collection, measurement and analysis of data (Saunders, Lewis, & Thornhill, 2012). Burns and Bush (2010), describe research design as a set of advance decisions that make up the master plan specifying the methods and procedures for collecting and analyzing the needed information. Cooper and Schindler (2014) summarizes the essentials of research design as an activity and time based plan; always based on the research question; guides the selection of sources and types of information; a framework for specifying the relationship among the study variables and outlines the procedures for every research activity.

The process of designing a research study involves many interrelated decisions and the most significant is the choice of the research approach this is because, it determines how the information will be obtained. (Collins, 2010) States that Understanding the relationships between designs and thinking about the strengths and weaknesses of different designs is important in making design choices. The research will use descriptive research design in
collecting the data from respondents. Descriptive research is undertaken to obtain answers to questions of who, what, where, when and how (Burns & Bush 2010) the study used descriptive research design. The target population of the research entailed the top and middle level managers of Nairobi City Water and Sewerage Company a population of 360 managers. The top level managers were 30 in number and 330 middle level managers. Stratified random sampling technique was applied in selecting the intended sample size of 108 respondents from the two levels.

3.3 Population and Sampling design

3.3.1 Population

A population is an aggregate group of elements where references are made. Cooper and Schindler (2014). Sampling on the other hand is a procedure that uses a small number of elements of a given population as a basis for drawing conclusions about the whole population. Neelankavil (2015) defines the Target population as the total number of elements in a specific population relevant to the research study. The research focused a target population of 360 employees from Nairobi city water and Sewerage Company. The Population was divided into several groups with distinct characters as top level managers and Supervisors. The top level managers were 30 in number and 330 middle level managers. The total population of the study was 360.

3.3.2 Sampling Design

3.3.2.1 Sampling Frame

A sampling frame is a listing of population elements from which the actual sample will be drawn; the list could consist of geographic areas, institutions, individuals, or other units (Cooper & Schindler, 2014). Properly drawn samples provide information appropriate for describing the population of elements composing the sampling frame and nothing more (Rubin, 2011). It is a listing of all population element from which a sample of a given population are selected as representative of the total population. This study will be carried out in NCWSC, with the sample frame drawn from the human resource department. The information on employees is hence accurate and recent thus adequate for meeting the specific objectives of the study.
3.3.2.2 Sampling technique

The researcher will use stratified random sampling procedure to select a sample that represents the entire population. The stratification will be conducted with utmost care so that observations in each group will comprise of heterogeneous elements. According to Saunders, Lewis and Thornhill (2012) with probability samples such as stratified random sampling procedures, the chance, or probability, of each case being selected from the population is known and is usually equal for all cases. This procedure will ensure that the various strata have an equal chance of being selected. Stratified random sampling method will ensure inclusion of all strata in the sample population. It also enables them to control the random size, increase statistical efficiency, and provide data to represent and analyze subgroups and enable different use of strata.

3.3.2.3 Sample Size

Dessel (2013) defines a Sample size as a statistical determination of a suitable group to collect data from which can be generalized to represent an entire target population. The Choice of sample size is determined by: 1) confidence needed in data – that is, the level of certainty that the characteristics of the data collected will represent the characteristics of the total population; 2) the margin of error that can be tolerated; 3) the types of analyses to be undertaken and 4) the size of population from which the sample will be drawn. The smaller the relative proportion of the total population sampled, the greater the margin of error (Saunders, Lewis & Thornhill, 2012). The sample size for this study was based on the population of top, middle level managers and bottom level employees of Nairobi City Water and Sewerage Company. The desired level of confidence to be considered was 95 per cent and a 5 per cent margin of error was applied as the study was based on a small heterogeneous population. With a population of 360 the sample size was 108 employees. This sample size was sufficient and representative of the entire population.

Table 3.1 Sample Size Distribution

<table>
<thead>
<tr>
<th>NCWSC Top and Middle Level Management Team</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population</td>
<td>30% Sample Size</td>
</tr>
</tbody>
</table>
3.4 Data Collection Methods

According to Burns and Bush (2010), data collection is the phase of the marketing research process during which respondents provide their answers or information to inquiries posed to them by the researcher. The researcher will use both primary and secondary sources of data. The Primary data will be collected using questionnaires and interviews as they are more efficient and convenient to both the researcher and the respondent. Secondary data on the other hand will also be significant as it consist of statistics that already exist and could have been gathered for a previous study. Structured questionnaire was used as the tool for data collection. This is further known as a structured-non-disguised questionnaire in which the listing of questions is in a pre-arranged order and where the object of enquiry is revealed to the respondent (Beri, 2013). It was a self-completed questionnaire. Saunders, Lewis and Thornhill (2012), state that self-completed questionnaires are usually completed by the respondents.

3.5 Research procedure

A document used in sample surveys to stimulate and record information from individual informants by means of specific questions (Malhotra, 2011). The researcher chose the self-administered questionnaire method for all correspondents as it was inexpensive and allow the respondents to complete the questionnaire at a convenient time (Beri, 2013).

A semi-structured interview refers to a context in which the interviewer has a series of questions that are in the general form of an interview schedule but where one is able to vary the sequence of questions. According to Cooper and Schindler (2014) they generally start with a few specific questions and then follow the individual’s tangent of thought with interview probes. This technique was considered appropriate for this study because it increases the likelihood that respondents in the sample would agree to respond by the interviewer explaining to them the importance of the interview and assuring them of its confidentiality. Face-face interviews gave the interview a human face and allow the interviewer the opportunity to make questions easier.
3.6 Data Analysis methods
This will involve qualitative and quantitative analysis. The qualitative data will analyze the findings and the recommendations of the study while quantitative will analyze on the statistical data. Hoepfl (2015) further adds that quantitative research seeks insight through a more flexible and less structured approach while Qualitative technique refers to a research that is produced by findings not arrived at by means of means of quantification or statistical procedures. Descriptive statistics such mean, coefficient of variation and standard deviation were used in this chapter to analyze data. The research will apply inferential statistics including regression, correlation and cross tabulation. The analysis will be done on Statistical Package for Social Sciences (SPSS) software and use tables to give an understanding of the research findings at a glance. Presentation of data will be done using various statistical tools such as tables, bar graphs and pie charts to summaries various groups of data only where it will provide successful interpretation of the findings

3.7 Chapter Summary
The research design adopted in this chapter will guide the researcher in the collection and analysis of the data in respect to the research objectives in chapter one. The study will mainly rely on primary data to be collected from the respondents from NCWSC who are the employees in different scale of employment i.e. the managers, supervisor, and other subordinates. Interpretation of the analysis will then be presented in chapter four.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction
Collected data was in the form of discrete quantitative variables. It was analyzed using the SPSS program. This chapter presents the descriptive statistics and frequencies that were obtained and have been presented in the form of tables and figures. The section has been divided according to the questionnaire break-down as guided by the research questions.

4.2 Response Rate
The researcher distributed questionnaires to 108 respondents and managed to collect all 108 questionnaires. The researcher then cleaned the collected questionnaires by ensuring that they were completely filled and did not have questions that had been checked more than once. After the data cleaning, the remaining questionnaires that were viable for the study were 58 in total. This gave the study a response rate of 54 percent.

![Response rate](chart.png)

Fig 4.1 Response rate

4.3 Demographic Factors

4.3.1 Respondents’ Gender
The respondents were asked to indicate their gender and the results show that 57% percent were female and 43% percent were male. Majority of the respondents were female, thus indicating that NCWSC empowers women by employing them to senior management positions. Through this the company appreciates that men and women have different
viewpoints, ideas and market insights, which enables better problem solving leading to greater overall performance.

![Gender Chart]

Figure 4.2 Genders of Respondents

4.3.2 Respondents’ Age

The respondents were asked to indicate their age and the results show that 41 percent were aged below 30 years, 36 percent were aged between 31-35 years, 9 percent were aged between 36-40 years, 9 percent were above 41-50 years and 51 and above were 2 percent. These results show that the organization had a workforce that spread out evenly over the age categories, thus creating a dynamic and multi-generational workforce with a diverse range of skill sets.
4.3.3 Respondents’ Level of Education

The respondents were asked to indicate their level of education and the results show that 55.17 percent had undergraduate degrees, 31.03 percent had masters’ degrees, 12.07 percent had diploma, 1.72 percent had post-graduate degrees and none of the respondents had a PhD. These results indicate that majority of the management staff at NCWSC Limited have a good education background with most top and middle managers being undergraduates and graduates. This shows that the company focuses on employing highly qualified staff into their management task force who inject and apply new ideas.
4.3.4 Respondents’ Level of Management

The respondents were asked to indicate their level of management in the organization and the results show that 64 percent were middle managers, 12 percent were top management, and 24 percent were the subordinates. These results indicate that majority of the respondents were middle managers serving as an intermediary between top management and the rest of the organization. This also reveals that middle level managers have greater visibility of the greater workforce than top management with their focus being on development and implementation of strategies set by top management.

Figure 4.5 Job Group of Respondents

4.3.5 Years Worked for the Organization

The respondents were asked to indicate the number of years they had worked for the organization and the results show that 60.34 percent had worked for the organization between 3-5 years, 10.34 percent had worked for the organization for less than two years, 17.24 percent had worked for 6-8 years, 6.90 percent had worked for 9-11 years, and 5.17 percent had worked for more than 12 years. These results show that the respondents had enough experience and had been with the organization long enough to understand the system. With most managers having worked in the organization for 3-4 years, this indicates that the organization is focused on employing professionals who are willing to advance their skills and build a solid professional network.
4.4 Organizational Structure

4.4.1 Impact of Organizational Structure on Strategy Implementation

The study set out to determine how organization structure affects strategy implementation in NCWSC limited. The respondents were asked to indicate their rating on factors of organizational structures that affected the implementation of strategic plans using the key (1=Strongly Disagree, 2=Disagree, 3=Not Sure, 4=Agree, 5=Strongly Agree). Table 4.7 shows the results as follows; the mean result of 3.5 and above shows that organizational structure has a great impact and a standard deviation of less than 1.5 shows that the response was almost similar.
Table 4.1 Impact of Organizational Structure on Strategy Implementation

<table>
<thead>
<tr>
<th>Factors</th>
<th>SA</th>
<th>A</th>
<th>N</th>
<th>D</th>
<th>SD</th>
<th>Mean</th>
<th>StdDiv.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Structural stability allows organizations to consistently manage daily work routines]</td>
<td>50%</td>
<td>23%</td>
<td>13%</td>
<td>5%</td>
<td>9%</td>
<td>3.1</td>
<td>1.1</td>
</tr>
<tr>
<td>NCWSC organization structures allows for free flow of information</td>
<td>9%</td>
<td>29%</td>
<td>35%</td>
<td>16%</td>
<td>11%</td>
<td>3.7</td>
<td>1.3</td>
</tr>
<tr>
<td>Functional structure allows for strong task focus through emphasis on specialization and efficiency]</td>
<td>33%</td>
<td>31%</td>
<td>16%</td>
<td>13%</td>
<td>7%</td>
<td>3.5</td>
<td>1.3</td>
</tr>
<tr>
<td>There is a large power distance between management and the rest of the staff]</td>
<td>29%</td>
<td>20%</td>
<td>29%</td>
<td>16%</td>
<td>7%</td>
<td>3.1</td>
<td>1.2</td>
</tr>
<tr>
<td>NCWSC has fully embraced fully core values of team work. ]</td>
<td>14%</td>
<td>25%</td>
<td>29%</td>
<td>21%</td>
<td>11%</td>
<td>3.0</td>
<td>1.1</td>
</tr>
<tr>
<td>There is accurate reporting aid in measuring the performance of the processes of the organization]</td>
<td>5%</td>
<td>32%</td>
<td>27%</td>
<td>25%</td>
<td>11%</td>
<td>3.5</td>
<td>1.3</td>
</tr>
<tr>
<td>Structural flexibility provides the opportunity to allocate resources to activities that will shape the competitive advantages of the firm. ]</td>
<td>29%</td>
<td>29%</td>
<td>18%</td>
<td>13%</td>
<td>11%</td>
<td>3.6</td>
<td>1.2</td>
</tr>
<tr>
<td>Functional structure allows for strong task focus through an emphasis on specialization and efficiency. ]</td>
<td>32%</td>
<td>27%</td>
<td>20%</td>
<td>16%</td>
<td>5%</td>
<td>3.5</td>
<td>1.3</td>
</tr>
<tr>
<td>Strategic Business Units should be centralized at the corporate office]</td>
<td>29%</td>
<td>29%</td>
<td>20%</td>
<td>11%</td>
<td>11%</td>
<td>3.9</td>
<td>1.3</td>
</tr>
<tr>
<td>In your opinion the organization structure affect the implementation of strategic plans in NCWSC]</td>
<td>46%</td>
<td>21%</td>
<td>16%</td>
<td>5%</td>
<td>11%</td>
<td>3.1</td>
<td>1.1</td>
</tr>
</tbody>
</table>

Table 4.1 shows that structural stability provides the capacity that an organization requires to consistently manage its daily work routines as agreed to by 73 percent of the respondents. The results also show that, structural flexibility provides the opportunity to allocate resources
to activities that will shape the competitive advantages of the firm as agreed to by 58 percent of the respondents.

The study also indicate that 64 percent of the respondents agreed that functional structure allowed for strong task focus through an emphasis on specialization and efficiency The study further demonstrated that, Strategic Business Units should be centralized at the corporate office as agreed to by 58 percent of the respondents, however a standard deviation of 1.3 shows that there was disparity in the responses. Results show that, organizations structure affects implementation of strategic plans as agreed by 67 percent of the respondents.

4.4.2 Correlations for Organizational Structure on Strategy Implementation

The Pearson correlation test was conducted on the organizational structure to determine the significance of the organizational structure factors (the independent variables) and how they impact strategy implementation (the dependent variable). A correlation coefficient seeks to measure relationship between any two variables. The study required a P value of 0.01 and 0.05 for significant factors.

Table 4.2 Correlations for Organizational Structure and Strategy Implementation

<table>
<thead>
<tr>
<th>Correlations</th>
<th>Strategy Implementation</th>
<th>Organization Structure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy Implementation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td>1</td>
<td>.897</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>5700</td>
<td>57</td>
</tr>
<tr>
<td>Organization Structure</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td>.897</td>
<td>1</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>57</td>
<td>57</td>
</tr>
</tbody>
</table>
. Correlation is significant at the 0.01 level (2-tailed).

Table 4.2 show the correlation between organization structure and strategy implementation. From the result organization structure and strategy implementation have a strong, positive and significant correlation. (r=0.897, p<0.05) This implies that improving the organizational structure corresponds to an increase in the strategy implementation. Thus the more organized the structure, the higher the success of strategy implantation and vice versa.

4.4.3 Regression test

Table 4.3 Regression test model summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.897&lt;sup&gt;a&lt;/sup&gt;</td>
<td>.805</td>
<td>.802</td>
<td>.33259</td>
</tr>
</tbody>
</table>

<sup>a</sup> Predictors: (Constant), organization structure

The model summary shown in table 4.3 shows an R value of 0.897 and an R square of 0.805. This implies that org. structure and strategic implementation have a positive correlation. The R square shows that organization structure accounts for 80.5% of the variation in implementation of strategy. The rest 19.5 is explained by other factors.

Table 4.4 Anova table

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>25.132</td>
<td>1</td>
<td>25.132</td>
<td>227.202</td>
<td>.000&lt;sup&gt;b&lt;/sup&gt;</td>
</tr>
<tr>
<td>Residual</td>
<td>6.084</td>
<td>55</td>
<td>.111</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>31.216</td>
<td>56</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<sup>a</sup> Dependent Variable: strategy implementation
<sup>b</sup> Predictors: (Constant), organization structure
Anova measures the goodness of fit of a model. From the result shown in table 4.4, the value of F statistic is given by $F(1, 55) = 227.202$, $p=0.00$. This shows that the independent variable (organization structure) has a significant effect on the dependent variable (strategy implementation).

**Table 4.5 Coefficients’ table**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 (Constant)</td>
<td>.179</td>
<td>.158</td>
<td>1.136</td>
<td>.261</td>
</tr>
<tr>
<td>Organization structure</td>
<td>.901</td>
<td>.060</td>
<td>.897</td>
<td>15.073</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Strategy implementation

Table 4.5 shows the coefficient table of the regression test. The results show that org structure has a significant effect on the implementation of the strategies. The resulting regression model is given as:

$$Y=0.179+0.901X1$$

Where $y$=strategic implementation

$X$=organizations structure

The results show that a unit increase development or orderliness of the organizations structure holding other factors constant increases the strategy implementation by 0.901 units. Thus organizations structure influences how the organization implements its strategy.

**4.5 Resource Allocation**

**4.5.1 Impact of resource allocation on Strategy Implementation**

The second objective of the study was to examine how organization structure affects strategy implementation in NCWSC Limited. The respondents were asked to indicate their rating on factors of organizational culture that affected the implementation of strategic plans using the key (1=Strongly Disagree, 2=Disagree, 3=Not Sure, 4=Agree, 5=Strongly Agree).
Table 4.3 shows the results as follows; the mean result of 3.5 and above shows that resource allocation has a great impact on strategic plan implementation and a standard deviation of less than 1.5 shows that the response was almost similar.

Table 4.6 Impact of resource allocation on Strategy Implementation

<table>
<thead>
<tr>
<th>Factors</th>
<th>SA %</th>
<th>A %</th>
<th>N %</th>
<th>D %</th>
<th>SD</th>
<th>Mean</th>
<th>Std.Div.</th>
</tr>
</thead>
<tbody>
<tr>
<td>NCWSC Resources are planned accordingly to cater for the efficient running of the various departments and ensure success</td>
<td>52</td>
<td>24</td>
<td>7</td>
<td>7</td>
<td>10</td>
<td>3.2</td>
<td>1.2</td>
</tr>
<tr>
<td>Delegation of duties motivates you to improve your output.</td>
<td>29</td>
<td>26</td>
<td>29</td>
<td>10</td>
<td>7</td>
<td>4.0</td>
<td>1.3</td>
</tr>
<tr>
<td>The company possess the right skill for the implementation of strategic plan</td>
<td>19</td>
<td>21</td>
<td>36</td>
<td>12</td>
<td>12</td>
<td>3.6</td>
<td>1.2</td>
</tr>
<tr>
<td>The human resource needs are proactively addressed]</td>
<td>19</td>
<td>21</td>
<td>36</td>
<td>12</td>
<td>12</td>
<td>3.2</td>
<td>1.2</td>
</tr>
<tr>
<td>Resources are allocated in order of task/project priority]</td>
<td>13</td>
<td>18</td>
<td>38</td>
<td>20</td>
<td>13</td>
<td>3.0</td>
<td>1.2</td>
</tr>
<tr>
<td>A stable corporate culture focuses on productivity rather than resistance to rules and regulations or external factors</td>
<td>39</td>
<td>17</td>
<td>24</td>
<td>12</td>
<td>7</td>
<td>3.7</td>
<td>1.3</td>
</tr>
<tr>
<td>Financial resources and capabilities of a form are considered while setting long term goals.</td>
<td>17</td>
<td>46</td>
<td>15</td>
<td>15</td>
<td>7</td>
<td>3.5</td>
<td>1.2</td>
</tr>
<tr>
<td>Mobilization of organizational capabilities enables the firm to gain competitive advantage in strategic opportunities.]</td>
<td>41</td>
<td>26</td>
<td>19</td>
<td>10</td>
<td>5</td>
<td>3.9</td>
<td>1.2</td>
</tr>
<tr>
<td>Managers' risk investing in enormous resources in the formulation of innovative strategies without sufficient return.]</td>
<td>19</td>
<td>26</td>
<td>33</td>
<td>14</td>
<td>7</td>
<td>3.4</td>
<td>1.2</td>
</tr>
<tr>
<td>In your opinion motivation affect delegation within NCWSC]</td>
<td>31</td>
<td>26</td>
<td>26</td>
<td>7</td>
<td>10</td>
<td>3.6</td>
<td>1.3</td>
</tr>
</tbody>
</table>

Table 4.6 shows that NCWSC Resources are planned accordingly to cater for the efficient running of the various departments and ensure success as agreed to by 76 percent of the respondents. The results also show that, delegation of duties motivates employees to improve their output as agreed to by 54 percent of the respondents.
The study also indicate that 40 percent of the respondents agreed that the company possess the right skill for the implementation of strategic plan. In addition to this 63 percent agreed that financial resources and capabilities of a firm are considered while setting long term goals.

The study further demonstrated that, Mobilization of organizational capabilities enables the firm to gain competitive advantage in strategic opportunities as agreed to by 67 percent of the respondents.

4.5.2 Correlations for Organizational resource allocation on Strategy Implementation

The Pearson correlation test was conducted on organizational culture factors to determine the significance of the organizational culture factors (the independent variables) and how they impact strategic plan implementation (the dependent variable). The study required a P value of 0.01 and 0.05 for significant factors.

<table>
<thead>
<tr>
<th>Correlations</th>
<th>Resource allocation</th>
</tr>
</thead>
<tbody>
<tr>
<td>strategy implementation Pearson Correlation</td>
<td>.779</td>
</tr>
<tr>
<td>strategy implementation Sig. (2-tailed)</td>
<td>.000</td>
</tr>
<tr>
<td>strategy implementation N</td>
<td>43</td>
</tr>
<tr>
<td>Resource allocation Pearson Correlation</td>
<td>.779</td>
</tr>
<tr>
<td>Resource allocation Sig. (2-tailed)</td>
<td>.000</td>
</tr>
<tr>
<td>Resource allocation N</td>
<td>43</td>
</tr>
</tbody>
</table>

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

Table 4.7 show the correlation between resource allocation and strategy implementation. From the result resource allocation and strategy implementation have a strong, positive and significant correlation. (r=0.779, p<0.05)
This implies that improving the resource allocation corresponds to an increase in the strategy implementation. Thus the more organized and balanced the resource allocation, the higher the success of strategy implementation and vice versa.

4.5.3 Regression test

Regression test was used to determine the effect of resource allocation on the strategy implementation. The results are discussed in the following sections. Thus regression analysis has been used to test the effect of resource allocation on strategy implementation. The model summary shown in table 5.4 shows an R value of 0.979 and an R square of 0.607. This implies that resource allocation and strategic implementation have a positive correlation. The R square shows that resource allocation accounts for 60.7% of the variation in implementation of strategy. The rest 39.3is explained by other factors.

Table 4.8 Regression Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.779&lt;sup&gt;a&lt;/sup&gt;</td>
<td>.607</td>
<td>.597</td>
<td>.50815</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Resource allocation

Table 4.9 Anova Table

<table>
<thead>
<tr>
<th>ANOVA&lt;sup&gt;a&lt;/sup&gt;</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model</td>
</tr>
<tr>
<td>-------</td>
</tr>
<tr>
<td>1 Regression</td>
</tr>
<tr>
<td>Residual</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

a. Dependent Variable: strategy implementation
b. Predictors: (Constant), Resource allocation

Anova measures the goodness of fit of a model. From the result shown in table 4.9, the value of F statistic is given by F (1, 41) = 63.328, p=0.00. This shows that the independent variable
(resource allocation) has a significant effect on the dependent variable (strategy implementation).

Table 5.0 Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 (Constant)</td>
<td>.491</td>
<td>.258</td>
<td>1.906</td>
<td>.064</td>
</tr>
<tr>
<td>Resource allocation</td>
<td>.785</td>
<td>.099</td>
<td>.779</td>
<td>7.958</td>
</tr>
</tbody>
</table>

a. Dependent Variable: strategy implementation
b. Table 5.0 shows the coefficient table of the regression test. The results show that resource allocation has a significant effect on the implementation of the strategies. The resulting regression model is given as:

Y=0.491+0.785X1

Where y=strategy implementation

X=resource allocation

The results show that a unit increase development or orderliness of the resource allocation holding other factors constant increases the strategy implementation by 0.785 units. Thus resource allocation influences how the org implements its strategy.
### 4.6 Leadership

#### 4.6.1 Impact of leadership on Strategy Implementation

The third objective of the study was to determine the impact of innovation on strategy implementation in NCWSC Limited. The respondents were asked to indicate their rating on innovation factors that affected the implementation of strategic plans using the key (1=Strongly Disagree, 2=Disagree, 3=Not Sure, 4=Agree, 5=Strongly Agree). Table 4.5 shows the results as follows; the mean result of 3.5 and above shows that leadership factors have a great impact and a standard deviation of less than 1.5 shows that the response was almost similar.

**Table 5.1 Impact of leadership on Strategy Implementation**

<table>
<thead>
<tr>
<th>Factors</th>
<th>SA</th>
<th>A</th>
<th>N</th>
<th>D</th>
<th>SD</th>
<th>Mean</th>
<th>Std.Div.</th>
</tr>
</thead>
<tbody>
<tr>
<td>The company management clearly understand the strategic plan.</td>
<td>33%</td>
<td>47%</td>
<td>7%</td>
<td>7%</td>
<td>7%</td>
<td>3.9</td>
<td>1.2</td>
</tr>
<tr>
<td>Communication between management, supervisors and subordinates is free flowing.]</td>
<td>17%</td>
<td>19%</td>
<td>43%</td>
<td>10%</td>
<td>12%</td>
<td>3.2</td>
<td>1.2</td>
</tr>
<tr>
<td>Opinions, feedback and creativity on best practices are encouraged.]</td>
<td>12%</td>
<td>31%</td>
<td>31%</td>
<td>14%</td>
<td>12%</td>
<td>3.2</td>
<td>1.2</td>
</tr>
<tr>
<td>Supervisors delegate assignments and tasks]</td>
<td>41%</td>
<td>26%</td>
<td>14%</td>
<td>12%</td>
<td>7%</td>
<td>3.8</td>
<td>1.3</td>
</tr>
<tr>
<td>There is free communication between supervisors and subordinates regarding a strategy execution process.]</td>
<td>19%</td>
<td>36%</td>
<td>26%</td>
<td>10%</td>
<td>10%</td>
<td>3.5</td>
<td>1.2</td>
</tr>
<tr>
<td>Performance review is an ongoing process of continuous improvement]</td>
<td>21%</td>
<td>43%</td>
<td>12%</td>
<td>12%</td>
<td>12%</td>
<td>3.5</td>
<td>1.3</td>
</tr>
<tr>
<td>There is a control system in place to quip managers with feedback from employees]</td>
<td>12%</td>
<td>27%</td>
<td>24%</td>
<td>24%</td>
<td>12%</td>
<td>3.0</td>
<td>1.2</td>
</tr>
<tr>
<td>The leadership culture of senior managers has a significant effect on decision-making.]</td>
<td>52%</td>
<td>17%</td>
<td>12%</td>
<td>12%</td>
<td>7%</td>
<td>4.0</td>
<td>1.3</td>
</tr>
<tr>
<td>The company’s strategy is aligned to its activities and projects.]</td>
<td>24%</td>
<td>43%</td>
<td>17%</td>
<td>10%</td>
<td>7%</td>
<td>3.7</td>
<td>1.2</td>
</tr>
<tr>
<td>NCWSC has fully embraced the core values of communication.]</td>
<td>17%</td>
<td>31%</td>
<td>29%</td>
<td>14%</td>
<td>10%</td>
<td>3.3</td>
<td>1.2</td>
</tr>
</tbody>
</table>
Table 5.1 shows that the company management clearly understand the strategic plan as agreed to by 80 percent of the respondents. The results also show that, Supervisors delegate assignments and tasks as agreed to by 67 percent of the respondents.

The study also indicate that 55 percent of the respondents agreed that there is free communication between supervisors and subordinates regarding a strategy execution process. In addition to this 64 percent agreed that Performance review is an ongoing process of continuous improvement. The study further showed that the leadership culture of senior managers has a significant effect on decision-making as agreed by 69 percent of the respondents. 67 percent of the respondents agreed that the company’s strategy is aligned to its activities and projects. On other factors, 43 percent of the respondent agreed that opinions, feedback and creativity on best practices are encouraged however the mean was less that 3.5 indicating that the this had little impact on implementation of strategy. Further, 38 percent agreed that NCWSC has fully embraced the core values of communication however a mean of 3.3 shows that there was disparity in the responses.

4.6.2 Correlations for leadership on Strategy Implementation

The Pearson correlation test was conducted on innovation factors (the independent variables) to determine the significance of the factors and how they impact strategic plan implementation (the dependent variable). The study required a P value of 0.01 and 0.05 for significant factors.

Table 5.1 show the correlation between leadership and strategy implementation. From the result leadership and strategy implementation have a strong, positive and significant correlation. \( r=0.779, p<0.05 \)

This implies that improving the leadership corresponds to an increase in the strategy implementation. Thus the more efficient the leadership, the higher the success of strategy implementation and vice versa.
Table 5.2 Correlations for leadership on Strategy Implementation

<table>
<thead>
<tr>
<th></th>
<th>Correlations</th>
<th>strategy implementation</th>
<th>leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>strategy</td>
<td>Pearson Correlation</td>
<td>1</td>
<td>.823**</td>
</tr>
<tr>
<td>implementation</td>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>57</td>
<td>43</td>
</tr>
<tr>
<td>leadership</td>
<td>Pearson Correlation</td>
<td>.823**</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>43</td>
<td>43</td>
</tr>
</tbody>
</table>

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

4.6.3 Regression test

Regression test was used to determine the effect of leadership on the strategy implementation. The results are discussed in the following sections. Thus regression analysis has been used to test the effect of leadership on strategy implementation.

Table 5.3 Regression model summary

<table>
<thead>
<tr>
<th>Model Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model</td>
</tr>
<tr>
<td>-------</td>
</tr>
<tr>
<td>1</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), leadership

The model summary shown in table 5.3 shows an R value of 0.823 and an R square of 0.677. This implies that leadership and strategic implementation have a positive correlation. The R square shows that leadership accounts for 67.7% of the variation in implementation of strategy. The rest 32.3% is explained by other factors.
Table 5.4 Anova table

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>18.235</td>
<td>1</td>
<td>18.235</td>
<td>85.886</td>
<td>.000</td>
</tr>
<tr>
<td>Residual</td>
<td>8.705</td>
<td>41</td>
<td>.212</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>26.940</td>
<td>42</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: strategy implementation
b. Predictors: (Constant), leadership

Anova measures the goodness of fit of a model. From the result shown in table 5.4, the value of F statistic is given by F (1, 41) = 85.886, p = 0.00. This shows that the independent variable (leadership) has a significant effect on the dependent variable (strategy implementation).

Table 5.5 Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>.638</td>
<td>.207</td>
<td>3.075</td>
<td>.004</td>
</tr>
<tr>
<td>leadership</td>
<td>.709</td>
<td>.077</td>
<td>.823</td>
<td>9.267</td>
</tr>
</tbody>
</table>

a. Dependent Variable: strategy implementation

Table 5.5 shows the coefficient table of the regression test. The results shows that leadership has a significant effect on the implementation of the strategies. The resulting regression model is given as:

Y = 0.638 + 0.709X1

Where y = strategy implementation

X = leadership
The results show that a unit increase in the development or orderliness of the leadership holding other factors constant increases the strategy implementation by 0.709 units. Thus, leadership influences how the organization implements its strategy.

**Figure 4.7 Other Factors**

### 4.6.4 Other Factors

The respondents were asked to indicate other factors that affected strategic plan implementation and their response was as follows:

Figure 4.6 shows that, 19% percent stated that culture would affect implementation, 7% stated that the organizations cash flow and revenue generated would affect implementation, 7% of the employees also indicated that workforce union involvement had an impact in strategy implementation within the organization. 5% of the respondents also felt that board members involvement, would impact implementation, similarly another 5% indicated that conflict in the policy of the company and 5% of the employees skills had an impact in implementation of strategy in the organization.

Further 9% of the responses showed that technology and innovation, 9% political involvement, 9% rapid change in processes would impact strategic implementation. Other factors that the respondents felt impacted strategic implementation include physical assets
3%, organizations policies, environmental factors such as water shortage in dams 3%, employee’s attitude 3%, assets and infrastructure 3%. Majority of the respondents therefore stated that the organization culture greatly influences strategy implementation implying that a cohesive corporate culture creates conditions necessary for the overall success of the company.

4.7 Chapter Summary
The chapter gives an analysis of collected and analyzed data. Further descriptive statistics and frequencies were used to analyze the data giving meaning to the numerical figures that were obtained. The next chapter gives the study discussion, conclusion and recommendations.
CHAPTER FIVE
5.0 DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction
This chapter gives a presentation of the findings of the survey study as well as gives conclusions and recommendations based on the main objectives of this study. The answers to the research questions are discussed from the study findings and an effort to provide a solution to the internal factors affecting implementation of strategic plans within organizations, recommendations and suggestions of the study are made.

5.2 Summary of findings
The purpose of this study was to investigate the internal factors influencing effective implementation of strategic plans in organizations for the case of Nairobi City Water and Sewerage Company. The research was guided by the following research questions

i. How organizational structure influence implementation of strategic plans in organizations?
ii. How resource allocations influence implementation of strategic plans in organizations?
iii. How leadership influence implementation of strategic plans in organizations?

The study applied the descriptive research design. The target population of the study was the top, middle level managers and bottom level employees of Nairobi City Water and Sewerage Company. The top level managers were 30 in number while the middle level managers were 330. Stratified random sampling technique was used to select the intended sample size of 108 respondents from the 3 groups. Data was collected through a questionnaire. Online questionnaires were distributed to the different respondents via electronic mail and thereafter collected electronically after submission. The demographic data was tabulated using frequency and percentages. Pearson’s correlation was used describe the data. The sampled data was then presented in form of tables based on the research questions by the use of Statistical Product and Services Solutions (SPSS).

According to table 4.2, the study showed that structural stability provides the capacity that an organization requires to consistently manage its daily work routines and that structural
flexibility provides the opportunity to allocate resources to activities that will shape the competitive advantages of the firm.

The study also indicated that functional structure allowed for strong task focus through an emphasis on specialization and efficiency. The study further demonstrated that, Strategic Business Units should be centralized at the corporate office. The results therefore showed that organizations structure affects implementation of strategic plans.

Table 4.6, the study further showed that NCWSC Resources are planned accordingly to cater for the efficient running of the various departments and ensure success. Further, delegation of duties motivates employees to improve their output. The study also revealed that company possess the right skill for the implementation of strategic plan. In addition, financial resources and capabilities of a firm are considered while setting long term goals. The study further demonstrated that, Mobilization of organizational capabilities enables the firm to gain competitive advantage in strategic opportunities.

Table 5.1, the study revealed that the company management clearly understands the strategic plan and delegation of assignments and tasks is of high prevalence. The study also showed that there is free communication between supervisors and subordinates regarding a strategy execution process. Further performance review is an ongoing process of continuous improvement. The study further showed that the leadership culture of senior managers has a significant effect on decision-making and that the company’s strategy is aligned to its activities and projects. The study however revealed that opinions, feedback and creativity on best practices are discouraged and that NCWSC has not fully embraced the core values of communication.

5.3 Discussions
5.3.1 Impact of Organizational Structure on Strategy Implementation

Table 4.1 of the study showed that, structural stability provided the capacity that an organization required to consistently manage its daily work routines. Hitt, Ireland and Hoskisson (2013) states that structural stability provides the capacity the firm requires to consistently and predictably manage its daily work routines, hence supporting the results.
Further Kiptoo & Mwirigi (2014) state that every organization has a unique structure that reflects its current image, reporting relationship and internal politics.

Structure in one sense is the arrangement of duties use for the work to be done. In another sense, structure is the architecture of business competence, leadership, talent, functional relationships and arrangement (Tian & Tran, 2013). In addition, organizational structure as the shape; division of labor; job duties and responsibilities; the distribution of power, and decision-making procedures within the company. (Muhando, 2015) “Structure is the design of organizations through which the enterprises are administered, including lines of authority and data flow through the lines.” It specifies roles, procedures, governance mechanism and decision making processes.

Table 4.1, further showed that structural flexibility provided the opportunity to allocate resources to activities that shaped the competitive advantages of the firm. These results are also in line with Hitt, Ireland and Hoskisson (2013) who argue that structural flexibility provides the opportunity to explore competitive possibilities and consequently allocate resources to activities that will shape the competitive advantages the firm will need to be successful in the future. Companies must monitor and oversee the organizational design process to achieve superior profitability (Hill & Jones, 2013).

The study also indicated that functional structure allowed for strong task focus through an emphasis on specialization and efficiency. According to Gasper et al. (2010), functional organizational structure involves structuring an organization around basic business functions such as production and operations, marketing, and finance. It is mainly used by small – to medium-sized businesses and other companies and is relatively straight forward. Galbraith (2014) further states the importance of functional hierarchy to be two fold 1) decisions are made in order to coordinate the behavior of a large number of people who would otherwise not make timely decisions on their own. 2) It is a path of escalation in order to resolve dispute among people and offer direction for an organization.

The study further demonstrated that, Strategic Business Units should be centralized at the corporate office. According to Kumar and Meenakshi (2009), organization structure supports
effective controls. In decentralized organizations, it is important to ensure that every unit has appropriate control over its performance and that focus on units with shared responsibilities.

Table 4.1, showed that a majority of the employees indicated there is a large power distance between management and the rest of the staff. (Bhattacharyya, 2008) “Organizational structure that conforms to machine bureaucracy emphasizes on the standardization of work and centralized decision-making. This form of structure prescribes limits to behavior and procedures for members. It makes status polarization (maintaining hierarchies), and control both their internal and external stakeholders by determining the rigid boundaries between themselves and their stakeholders. Such organizations tend to be secretive.” Narrow-minded attitude prevents internal cooperation and discourages learning for the people. What is even unthinkable, such organizations practice so much insularity, they even do not allow employees of one department to enter into another department. On the contrary according to Rishipal (2014) Organizations that subscribe to professional bureaucracy avoid excessive formalizations and they are characterized by professional managers, high degree of functional autonomy enjoyed by employees, and less control is experience. Employees therefore feel empowered to cope with the external eventualities, facing the organizations. Due to their open and cooperative nature, these type of organizations, promote learning environment, support competency development, and truly transform people as good performers (Bhattacharyya, 2008).

5.3.2 Impact of Resource allocation on Strategy Implementation

Table 4.6, of the study showed that NCWSC Resources are planned accordingly to cater for the efficient running of the various departments and ensure success. Tavitiyaman, Zhang and Qu, (2012) defined resources as all assets, capabilities, organizational processes, firm attributes, information, knowledge, etc. controlled by the firm that enable the firm to conceive of and implement strategies. Enz (2008) argued that a single resource cannot create competitive advantage. Rather, it is the combination of competitive resources – branding, human resources (HR), information technology (IT) innovations, computer reservation systems, niche marketing and advertising, and pricing tactics – that can increase an organizations capabilities and improve performance (Olsen et al., 2008). Ogonge (2013) support the study by arguing that if organization’s resources are not utilized to the
organization’s advantage, the resources become a waste and burden that hinders effective strategy implementation.

He further attributes the lack of proper management of resources to the frequent failure to implement well planned and documented strategic plans across Africa.

Table 4.6, further showed that delegation of duties motivates employees to improve their output. Implementation success depends on motivating employees, which is the art of managers. Human resource or human capital is recognized as a major factor for organization's success. An organization with all the other resources minus effective human resource can accomplish very little of its objectives if any (Ragui & Gichuhi, 2013). It is through good training and development of human resource that other resources become viable and closely monitored to achieve strategic goals (Pearce & Robinson 2009). Ragui and Gichuhi (2013) found human resource practices to be instrumental in strategy implementations, such practices were found to motivate staff and thus increase strategy implementation level, hence supporting the study. Several other scholars have found human resource management as a key factor in strategy implementation.

Further table 4.6, also revealed that company possess the right skill for the implementation of strategic plan. The purpose of implementing strategies is that managers and employees collaborate to perform formulated strategic planning (Mingaine & Mumbua 2015). Porter (2012) support these by claiming that for implementation of strategies successfully, managers should have high interpersonal and human relation skills. According to Çaliskan (2010) toward the end of the twentieth century, management has come to accept that people, not products, markets, cash, buildings, or equipment, are the critical differentiators of a business enterprise. Çaliskan therefore support the study by arguing that all the assets of an organization, other than people, are inert. They are passive resources that require human application to generate value.

In addition, the study showed that financial resources and capabilities of a firm are considered while setting long term goals. According to Kamali, Musiega and Mbithi (2015) Financial resources have a big significance as far as implementation of strategic plans amongst organizations is concerned. Wachira (2012) notes that “the project budget is the final result of the planning cycle of the management control and cost systems. The budget
must be reasonable, attainable and based on contractually negotiated costs and the statement of Works.

The study further demonstrated that, Mobilization of organizational capabilities enables the firm to gain competitive advantage in strategic opportunities. Organizational capabilities are equated to the collective skills and abilities within an organization to organize, manage, and coordinate and control specific activities. Enz (2008) argued that a single resource cannot create competitive advantage. Rather, it is the combination of competitive resources – branding, human resources (HR), information technology (IT) innovations, computer reservation systems, niche marketing and advertising, and pricing tactics – that can increase an organization's capabilities and improve performance (Olsen et al., 2008).

5.3.3 Impact of Leadership on Strategy Implementation

Table 5.1 of the study revealed that the company management clearly understands the strategic plan and delegation of assignments and tasks is of high prevalence. Grimm, (2010) supports the results by stating that leadership is a multifaceted process of identifying a goal, motivating other people to act, and providing support and motivation to achieve mutually negotiated goals hence supporting the results. Strategic leadership is defined as “the leader’s ability to anticipate, envision, and maintain flexibility and to empower others to create strategic change as necessary” (Hitt, Ireland, & Hoskisson 2007).

Table 5.1 also showed that there is free communication between supervisors and subordinates regarding a strategy execution process. Sullivan (2016) points out that lack of focus, a low level of “engagement” and commitment resulting in an unclear mission hamper strides of achieving a mission. Efficient communication should be able to give compressive explanation of new duties, responsibilities and obligations which are to be carried in a given organization. Mazzola and Kellermanns (2010) supports the results by stating that effective communication is a key requirement for effective strategy implementation. Table 5.1, further showed that performance review is an ongoing process of continuous improvement. Ensuring employees’ buy-in and direct their capabilities and business
understanding toward the new strategy is a key challenge in successful strategy implementation.

The top management through the strategic management process determines the performance and long run direction of the organization by ensuring careful formulation, proper implementation and continuous evaluation of plans and keeping them current as changes occur internally and in the environment (Rue & Byars 2009).

The study further showed that the leadership culture of senior managers has a significant effect on decision-making and that the company’s strategy is aligned to its activities and projects. Leadership is the human factor that leads an institution towards realizing goals through voluntary co-operation of all the people in the business.

The study however revealed that opinions, feedback and creativity on best practices are discouraged and that NCWSC has not fully embraced the core values of communication. According to (Antony & Coronado 2012) it is important to establish a communication program that can describe what should be communicated by whom and how often. Antony and Coronado (2012) further supports the study by claiming that it is important to have a communication plan that involves personnel to show them how a strategy works, how it’s related to their jobs and how it benefits them.

5.4 Conclusions
5.4.1 Impact of Organizational Structure on Strategy Implementation

The study concludes that structural stability provides the capacity that an organization requires to consistently manage its daily work routines and that structural flexibility provides the opportunity to allocate resources to activities that shape the competitive advantages of the firm. It can be concluded that functional structure allows for strong task focus through an emphasis on specialization and efficiency and that strategic business units need to be centralized at the corporate office since the early achievement of a strategy-structure fit can be a competitive advantage.

5.4.2 Impact of Resource allocation on Strategy Implementation
The study concludes that NCWSC Resources are planned accordingly to cater for the efficient running of the various departments and ensure success. Further, delegation of duties motivates employees to improve their output.

From the study it can also be concluded that the organization possess the right skill for the implementation of strategic plan. In addition financial resources and capabilities of a firm are considered while setting long term goals. From the study mobilization of organizational capabilities enables the firm to gain competitive advantage in strategic opportunities.

5.4.3 Impact of Leadership on Strategy Implementation

The study concludes that the company management clearly understands the strategic plan and delegation of assignments and tasks is of high prevalence. From the study, it can be concluded that there is free communication between supervisors and subordinates regarding a strategy execution process. Further performance review is an ongoing process of continuous improvement. The study further concludes that the leadership culture of senior managers has a significant effect on decision-making and that the company’s strategy is aligned to its activities and projects.

5.5 Recommendations

5.5.1 Recommendations for Improvement

5.5.1.1 Impact of Organizational Structure on Strategy Implementation

From the study it has been noted that organizational structure is paramount to strategy implementation. Key factors of organizational structure lies on organizational design and the process of selecting the right combination of organizational structure, the study therefore recommends that Nairobi City Water and Sewerage Company should further monitor and oversee its organizational design process to achieve superior performance and overall profitability.

5.5.1.2 Impact of Resource allocation on Strategy Implementation

Mobilization of organizational capabilities enables the firm to gain competitive advantage in strategic opportunities. Organizational capabilities are equated to the collective skills and abilities within an organization to organize, manage, and coordinate and control specific
activities. The study therefore recommends that Nairobi City Water and Sewerage Company prioritize utilization of resources to the company’s advantage to eliminate wastage and hindrances of effective strategy implementation

5.5.1.3 Impact of Leadership on Strategy Implementation

From the study it was noted that the leadership culture of senior managers has a significant effect on decision-making and that the company’s strategy is aligned to its activities and projects. However the study revealed that opinions, feedback and creativity on best practices are discouraged and that NCWSC has not fully embraced the core values of communication. The study therefore recommends that Nairobi City Water and Sewerage Company to establish communication program that can describe what should be communicated by whom and how often. These will consequently ensure ease in communication of goals, challenges and drive the organization towards successful implementation of strategic plans

5.5.2 Recommendations for Further Studies

This study has focused on factors influencing the implementation of strategic plans in organizations with a focus on NCWSC. It has explored the impact of organizational structure, organizational leadership and resource allocation. It thus suggests that further studies be carried out on external factors such as the environment factors, political interferences and internal organization policies within the industry to give a better understanding of these factors. The study also recommends that similar studies be carried out on other water companies within the country.
REFERENCES


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Kanyeke, N.M. (2011). Challenges facing the implementation of water sector reforms in Kenya: A case of Tana water services board. Business Administration Volume1, 1-84


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APPENDICES

Appendix 1: Letter of Introduction

Dear Respondent,

RE: INTERNAL FACTORS AFFECTING IMPLEMENTATION OF STRATEGIC PLANS IN ORGANIZATIONS.

I am a graduate student at the United States International University pursuing for a degree in Masters of Business Administration (MBA) Strategic Management option. I am undertaking a research project in fulfillment of my graduate project. I am conducting a study to determine the Internal Factors Influencing the Implementation of Strategic Plans in Organizations: A Case Study of Nairobi City Water and Sewerage Company.

Given your professional placing in a similar environment to my paper’s area of interest, I hereby request for your assistance in filling the attached questionnaire that will facilitate me to prepare and complete the research project. Your participation is very imperative for the accomplishment of this study and it will be highly appreciated.

I assure you that all the information provided herein shall be treated with ultimate confidentiality.

Thank you for your cooperation and time.
Yours sincerely,

JANE MITHAMO
APPENDICES
Appendix 2: Data Collection Instrument

RESEARCH QUESTIONNAIRE

INTERNAL FACTORS INFLUENCING THE IMPLEMENTATION OF STRATEGIC PLANS IN ORGANISATIONS: NAIROBI CITY WATER AND SEWERAGE COMPANY.

The survey is aimed at assessing the internal factors influencing the implementation of strategic plans in organizations a case study of Nairobi city water and Sewerage Company. Responses from the survey will be treated in utmost confidence and identity of the respondent is not required.

SECTION A: BACKGROUND INFORMATION

1. Gender
   Male [ ]   Female [ ]

2. Age
   Below 30 [ ]   Between 30-35 [ ]   Between 36-40 [ ]   Between 41-45 [ ]
   Between 46-50 [ ]   51 and above [ ]

3. Highest level of education
   Secondary [ ]
   College [ ]
   University [ ]
   Masters Level [ ]
   PHD [ ]

   Other qualification (please specify)
   …………………………………………………………………………………………………………………

4. How long have you worked with NCWSC
   Less than 2 years ( )
   3 to 5 years ( )
   6 to 8 years ( )
   9 to 11 years ( )
   More than 12 years ( )
5. Job group
   Manager ( )
   Supervisors ( )
   Subordinates ( )

Other Job group level

-----------------------------------------------

SECTION B: ORGANISATION STRUCTURE

6. In a scale of 1 (Strongly agree) to 5 (Strongly disagree), Please rate the following statements.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Don’t know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Structural stability allows organizations to consistently manage daily work routines</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>NCWSC organization structures allows for free flow of information</td>
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<td></td>
</tr>
<tr>
<td>Functional structure allows for strong task focus through emphasis on specialization and efficiency</td>
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<tr>
<td>There is a large power distance between management and the rest of the staff</td>
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<tr>
<td>NCWSC has fully embraced fully core values of team work.</td>
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<tr>
<td>The organization has adopted board tools, governance workflows to make decisions</td>
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<tr>
<td>There is accurate reporting aid in measuring the performance of the processes of the organization</td>
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<tr>
<td>Structural flexibility provides the opportunity to allocate resources to activities that will shape the competitive advantages of the firm.</td>
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<tr>
<td>Functional structure allows for strong task focus through an emphasis on specialization and efficiency.</td>
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<tr>
<td>Strategic Business Units should be centralized at the corporate office</td>
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<tr>
<td>In your opinion the organization structure affect the implementation of strategic plans in NCWSC</td>
<td></td>
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</tbody>
</table>
7. Please give recommendations on any other factors you think may affect implementation of strategic plans in an organization.

SECTION C: RESOURCE ALLOCATION

8. In a scale of 1 (Strongly Agree) to 5 (Strongly Disagree), please indicate to what extent motivation affects the following attributes.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Don’t know</th>
</tr>
</thead>
<tbody>
<tr>
<td>NCWSC Resources are planned accordingly to cater for the efficient running of the various departments and ensure success in the strategy implementation.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Delegation of duties motivates you to improve your output.</td>
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<td></td>
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<tr>
<td>The company possess the right skill for the implementation of strategic plan</td>
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<tr>
<td>The human resource needs are proactively addressed</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Resources are allocated in order of task/project priority</td>
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<tr>
<td>A stable corporate culture focuses on productivity rather than resistance to rules and regulations or external factors that prohibit success.</td>
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<tr>
<td>Financial resources and capabilities of a form are considered while setting long term goals.</td>
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<tr>
<td>Mobilization of organizational capabilities enables the firm to gain competitive advantage in strategic opportunities.</td>
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</tr>
<tr>
<td>Managers’ risk investing in enormous resources in the formulation of innovative strategies without sufficient return.</td>
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<tr>
<td>In your opinion motivation affect delegation within NCWSC</td>
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</tbody>
</table>
9. In your view how does Nairobi City Water and Sewerage Company efficiently allocate resources for successful implementation of strategies? Yes/No
Explain

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**SECTION D: LEADERSHIP**

10. In a scale of 1 (Agree) to 5 (strongly Disagree), Please indicate to what extent you measure the following attributes

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Don’t know</th>
</tr>
</thead>
<tbody>
<tr>
<td>The company management clearly understand the strategic plan.</td>
<td></td>
<td></td>
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<tr>
<td>Communication between management, supervisors and subordinates is free flowing.</td>
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<tr>
<td>Opinions, feedback and creativity on best practices are encouraged.</td>
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<tr>
<td>Supervisors delegate assignments and tasks.</td>
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<tr>
<td>There is free communication between supervisors and subordinates regarding a strategy execution process.</td>
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<tr>
<td>Performance review is an ongoing process of continuous improvement</td>
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<tr>
<td>There is a control system in place to quip managers with feedback from employees</td>
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<tr>
<td>The leadership culture of senior managers has a significant effect on decision-making.</td>
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<tr>
<td>The company’s strategy is aligned to its activities and projects.</td>
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<tr>
<td>NCWSC has fully embraced the core values of communication.</td>
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</tbody>
</table>

11. In your view do you think leadership affect the implementation of strategic plans within NCWSC

Yes /no

Explain

……………………………………………………………………………………………………………………………………………………………………
……………………………………………………………………………………………………………………………………………………………………
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SECTION E: STRATEGY IMPLEMENTATION

12. In a scale of 1 (Agree) to 5 (strongly Disagree), please indicate to what extent you measure the following attributes

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>Don’t know</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organizations’ management team clearly understand the strategic plan</td>
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<tr>
<td>A proper strategy-structure alignment is a necessary pre-lquisite to the successful implementation of new business strategies</td>
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<tr>
<td>Opinions, feedback and creativity on best practices are encouraged</td>
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<tr>
<td>Strategic consensus acts as a shared understanding to a strategic directive between individuals or groups within an organization</td>
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<tr>
<td>There is free communication between supervisors and subordinates regarding a strategy execution process</td>
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<tr>
<td>In NCWSC Mobilization of organizational capabilities enables the firm to advantage of strategic opportunities</td>
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</table>

13. In your opinion what other factors influence the implementation of strategic plans in organizations

Thank you for your responses
Appendix 2: Research Budget

<table>
<thead>
<tr>
<th>Budget Line Items</th>
<th>COST (KSHS.)</th>
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</thead>
<tbody>
<tr>
<td><strong>1. Proposal Development</strong></td>
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</tr>
<tr>
<td>• Materials</td>
<td>1150</td>
</tr>
<tr>
<td>• Photocopying</td>
<td>1100</td>
</tr>
<tr>
<td>• Printing</td>
<td>3000</td>
</tr>
<tr>
<td>• Internet package</td>
<td>4500</td>
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<tr>
<td><strong>2. Data Collection (fieldwork)</strong></td>
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</tr>
<tr>
<td>• Photocopying</td>
<td>1000</td>
</tr>
<tr>
<td>• Travelling</td>
<td>1200</td>
</tr>
<tr>
<td>• Research Assistant</td>
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</tr>
<tr>
<td><strong>3. Data Analysis &amp; Interpretation</strong></td>
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<tr>
<td>• Data Analysis</td>
<td>2500</td>
</tr>
<tr>
<td><strong>4. Report Writing &amp; Dissemination</strong></td>
<td></td>
</tr>
<tr>
<td>• Report writing</td>
<td>3500</td>
</tr>
<tr>
<td>• Binding and Dissemination</td>
<td>1200</td>
</tr>
<tr>
<td><strong>TOTAL COST</strong></td>
<td>22150</td>
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</table>
Appendix 3: Implementation Schedule

<table>
<thead>
<tr>
<th>Research Activities</th>
<th>Time Frame</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Proposal Development</td>
<td>26&lt;sup&gt;th&lt;/sup&gt; September 2016</td>
<td>2 months, 2 weeks</td>
</tr>
<tr>
<td></td>
<td>7&lt;sup&gt;th&lt;/sup&gt; December 2016</td>
<td></td>
</tr>
<tr>
<td>2. Data Collection (Fieldwork)</td>
<td>9&lt;sup&gt;th&lt;/sup&gt; January 2017</td>
<td>3 weeks</td>
</tr>
<tr>
<td></td>
<td>31&lt;sup&gt;st&lt;/sup&gt; January 2017</td>
<td></td>
</tr>
<tr>
<td>3. Data Analysis &amp; Interpretation</td>
<td>6&lt;sup&gt;th&lt;/sup&gt; February 2017</td>
<td>2 weeks</td>
</tr>
<tr>
<td></td>
<td>17&lt;sup&gt;th&lt;/sup&gt; February 2017</td>
<td></td>
</tr>
<tr>
<td>4. Report Writing</td>
<td>20&lt;sup&gt;th&lt;/sup&gt; February 2017</td>
<td>1 month</td>
</tr>
<tr>
<td></td>
<td>17&lt;sup&gt;th&lt;/sup&gt; March 2017</td>
<td></td>
</tr>
<tr>
<td>5. Report Dissemination</td>
<td>20th March 2017</td>
<td>10 days</td>
</tr>
<tr>
<td></td>
<td>31&lt;sup&gt;st&lt;/sup&gt; March 2017</td>
<td></td>
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</tbody>
</table>