Factors Affecting Successful Strategy Implementation: A Case of Not for Profit Company X, East Africa

By

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UNITED STATES INTERNATIONAL UNIVERSITY - AFRICA

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FACTORS AFFECTING SUCCESSFUL STRATEGY IMPLEMENTATION: A CASE OF NOT FOR PROFIT COMPANY X, EAST AFRICA

BY

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A Research Project Report Submitted to the Chandaria School Of Business in Partial Fulfillment of the Requirement for the Degree of Master of Science Organization Development (MOD)

UNITED STATES INTERNATIONAL UNIVERSITY AFRICA

SPRING 2018
STUDENT’S DECLARATION

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

Signed: ________________________  Date: ______________________

Kevin Jacoyange (ID No: 652512)

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

Signed: ________________________  Date: ______________________

Fred Newa

Signed: ________________________  Date: ______________________

Dean, Chandaria School of Business
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ABSTRACT

This study sought to assess the factors that affect strategy implementation at Not for Profit, Company X, East Africa. Specifically, the study aimed to examine the factors that affect successful implantation of strategy and these includes; organization leadership, staff competence and resource allocation on strategy implementation.

A descriptive research was adopted because the study was aimed at collecting information from respondents on their perceptions in relation to factors affecting strategy implementation. The target population comprised of employees, management, donors and partners in company X where two respondents per branch was contacted resulting into 45 respondents census study was done. Out of the 45 questionnaires awarded only 40 were filled and returned giving a response rate of 89%. The data collected from the study was cleaned, coded and imputed to the Statistical Package for Social Science version 20 for analysis and subjected to quantitative analysis techniques. Descriptive statistics like dispersion, frequencies and cross tabulations was used to analyze quantitative data.

The findings on effect of leadership on strategy implementation revealed that respondent could not reach an agreement on leaders constantly seek experts'/consultants' advice, leaders encourage employee learning and growth, leaders support and inspire staff to achieve set strategic directions, leaders motivate employees to achieve set goals, leaders ensure timely approval of budgets, leaders ensure proper information flow about strategy implementation. However, respondents disagreed on leaders are innovative towards the organization's new strategies and leaders match rewards with realization of set targets.

The findings on effect of staff competence on strategy implementation revealed that respondents agreed that aligning the person to the job facilitates achievement of results, acknowledging performing employees is necessary to meet set targets, staff competence enhances goals achievement, employee skills and knowledge enhances goal realization, offering rewards enhances realization of goals, training enhances goals achievement and staff remuneration influences attainment of results. Findings also revealed that respondents disagreed on employees are offered training regularly.

The findings on effect of resource allocation on strategy implementation revealed respondents agreed lack of human resources affects realization of strategic goals, monitoring resources influences attainment of results, lack of funding slows down the strategy implementation process and innovative IT strategies improve competitiveness.
However respondents could not reach an agreement on budgeting influences achievement of goals, use of budget as an evaluation and control tool ensures meeting of deadlines, and the organization has implemented IT effectively to facilitate strategy implementation. Respondents also disagreed on accessibility of resources at the organization is not an obstacle.

In conclusion, strategy implementation is affected by leadership, staff competency, lack of human resource, lack of funding, access resources, lack of properly implemented budget and not using budget as an evaluation and control tool. In addition, leaders do not encourage employee learning and growth, employees are not inspired to achieve their goals and objectives. However, employees are aligned to their jobs, offered remuneration and rewards which motivated them to increase their performance and use of IT helps a company to me be more competitive.

It was recommended that Not for profit companies can implement strategy successfully implemented by ensure that they have leaders who are able to shape, regulate, control and change the attitudes, behavior and performance of the employees by motivating and inspiring them to achieve their goals, increase employee’s remuneration and offer employees offered training and develop use of information technology.

There is a need to conduct further study to determine other factors that might affect successful strategy implementation in other organizations.
I would most importantly like to acknowledge my supervisor, Fred Newa for his guidance and patience during the research project. In addition, special thanks to the University for according me the opportunity to pursue my master’s programme in an environment characterized by the existence of all the necessary resources that contributed towards successful completion of the proposal.
DEDICATION

I dedicate this research project to my late parents Edwin Opala Jacoyange and Florence Wande Opala. I know you would have both been very proud.
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### LIST OF ABBREVIATIONS AND ACRONYMS

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<th>Description</th>
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<tbody>
<tr>
<td>DTB</td>
<td>Diamond Trust Bank</td>
</tr>
<tr>
<td>GDC</td>
<td>Geothermal Development Company</td>
</tr>
<tr>
<td>IT</td>
<td>Information technology</td>
</tr>
<tr>
<td>SMEs</td>
<td>Small and Medium Enterprises</td>
</tr>
<tr>
<td>SPSS</td>
<td>Statistical Package of Social Sciences</td>
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<td>USA</td>
<td>United States of America</td>
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background

Strategic management can be seen as a set of decisions and actions that results in the formulation, control and implementation of plans that are required to attain the mission, vision and objectives of an organization in the environment in which it operates. At the very center of these activities in strategic management process lays the development and implementation of strategy (Pearce, 2011).

Kweri (2011) observed that one of the most critical responsibilities of an organization’s management is to set course for their organization. They do so by developing some strategic plans which entails setting goals and objectives that will guide the organization decisions and actions regarding the allocation of resources over a period of time. These strategic plans ensure that an organization is relevant in the industry it operates in and provides a way of tracking progress and reevaluating results. Therefore, implementing the strategic plans plays a significant role in the success of an organization.

Successful strategy implementation is often regarded a daunting task in many organizations. It is normally seen as if formulating a strategy is a hard task but ensuring these strategies are implemented is even more difficult. Most often than not superior strategies does not produce the best performance if the same are not correctly implemented. This may be due influence of factors like to staff incompetence, resource allocation or policy regulation. For organizations to achieve their strategies, they should manage correctly the way these strategies are implemented. Many times, the management do not invest much into the implementation of strategies like they do in strategy formulation (Omondi, 2013).

According to Getz (2011), there are three key pillars of effective strategy implementation; structure (how the strategy will be done), direction (a map of where to go) and people (resources for carrying out the strategy). Yu (2011), posits that strategy has become an important part of many organizations given how competitiveness present in the business environment across the world. There is an increasing need to think critically as disruptive innovations, technological advancements and social media have all some bearing to an organizations business and must therefore plan in a clever manner so as to achieve a competitive advantage over rivals.
Strategy formulation and implementation has become critical given that disruptive innovation is continuing to reduce the market share of traditional corporations like camera companies, transport companies i.e. Uber. Many scholars and practitioners have previously underestimated the challenging nature of disruptive innovations (Yu, 2011). Decision making in big organizations can be a source of hindrance to dynamic response to disruptive innovations although this observation is not universal across different cultural and organizational barriers. It is normally viewed that in smaller firms, it’s easier to convince smaller teams to look into intellectual assets as a yardstick to measure against potential threats that may result from disruptive innovation (Lindsay, 2010).

According to Kalali *et al.* (2011), in the previous years, there as been more focus on strategy formulation with studies being done around the best ways and frameworks to develop the best strategic plans. Recently however, there has been a lot more focus on strategy implementation. Johnson (2014) studied the role of managers in effective strategy implementation. The objective of the study was to assess the relationship between individual tasks and level of effective strategy implementation and analyze the correlation between manager competencies and effectiveness of the strategy implementation. The study established that a manager’s prudent actions are superior to their competencies. The conclusion was that strategic awareness that results by assignment of tasks and decision making power is important than a managers knowledge and additional skills.

According to Yabs (2010), the management of any organization should operationalize its strategy by involving all stakeholders within the organization so as to bring everyone on board and make them empowered and important in the strategy implementation process. The elements that normally looked into during the implementation process are resource allocation, policies, conflict management, the culture of an organization and change management. The success of the strategy implementation process depends on the ability of the organization’s management to coordinate activities that will transform strategic intent into action.

Strategy implementation in an organization can be achieved through formulating procedures, budgets and programs to run the implementation process. Therefore, implementation is heavily reliant on putting into action the strategies that have been established in order to attain the objectives of an organization as set in its strategic plan.
Strategic management consists of three distinct phases: development, implementation and evaluation. All the phases are vital and pose different challenges to organizations. They are, however, the ingredients of successful strategic management. According to Kaplan, (2001), an organization’s strategy is less crucial than its ability to execute the strategy and thus vital in the constitution of a business management framework. Yabs (2010), observed that the resources needed in strategy implementation are grouped into internal and external inputs. Internal inputs include an organization’s infrastructure and their internal installed capacity, management capabilities, competent employees and financial strength. External factors includes all inputs that are turned into finished products i.e. energy, raw materials and manpower.

Kumar (2009), summed up the factors that have an effect on implementation of strategies; training and education which entails provision of technical skills and management skills, sharing of knowledge and information and learning about how to improve. The second factor is top management that has support and commitment of top leadership and leadership quality. Next, is the thinking development which includes a way of seeing things in an organizational setting. Fourthly, includes the employees/ members of an organization. There should be teamwork, empowerment of employees, recognition and reward system should be in place. Communication is the other factor and involves linking the top management with the employees regarding the strategic initiatives. Also, there
should be enough financial resources to carry out the implementation of strategies in an organization. Lastly, a working culture; this entails change management and also addresses barriers to change. Not for Profit, Company X, East Africa makes structural transformation of economies in East Africa. Not for Profit, Company X, East Africa is an organization established in 2016 and it’s taking new approach to driving economic transformation and prosperity through building the East African industries of the future.

1.2 Problem statement
According to Omondi (2013), successful strategy implementation is often regarded a daunting task in many organizations. It is normally seen as if formulating a strategy is a hard task but ensuring these strategies are implemented is even more difficult. Most often than not superior strategy do not produce the best performance if the same are not correctly implemented. This may be due influence of factors like to staff incompetence, resource allocation or policy regulation. In Not for Profit, Company X, East Africa there has not been a study on how staff competence affects strategy implementation and this study seeks to fill this knowledge gap.

For organizations to achieve their strategies, they should manage correctly the way these strategies are implemented. Many times, the management does not invest much into the implementation of strategies like they do in strategy formulation. Resource allocation often affects successful strategy implementation. Ngeche (2017), further observes that previous studies have asserted that poor resource allocation also contribute to failure in strategy implementation. In Not for Profit, Company X, East Africa there is no empirical literature on how resource allocation affects strategy implementation and this study seeks to fill this knowledge gap.

According to Yabs (2010), the success of the strategy implementation process depends on the ability of the organization’s management to coordinate activities that will transform strategic intent into action. Therefore, this study seeks to provide an insight of leadership in Not for Profit, Company X, East Africa has affected strategy implementation given that scanty literature is available on this subject matter.

Review of literature regarding strategic management process is skewed towards strategy formulation rather than strategy implementation. It is further argued that there exists greater recognition that mostly challenges in strategy management are not due to
formulation of the strategy but are caused by implementation of the same. Failure of organizations initiatives can be linked to poor implementation strategies (Hill, 2011).

The literature reviewed has established that most of the studies conducted have focused on strategy formulation and those that researched strategy implementation are mostly from developed countries. There exist few empirical studies that are focused on Implementation of strategy in organizations located in developing nations. Therefore, this study seeks to fill in this knowledge gap by examining the factors that affects strategy implementation; a case study of Not for Profit, Company X, East Africa.

1.3 General Objective
The general objective of this study was to analyze the factors affecting successful strategy implementation, a case study of Not for Profit, Company X, East Africa.

1.4 Specific Objectives
The study was guided by the following specific objectives:

1.4.1 To examine the effect of leadership on strategy implementation at Not for Profit, Company X, East Africa;
1.4.2 To assess the effect of staff competence on strategy implementation at Not for Profit, Company X, East Africa;
1.4.3 To establish the effect of resource allocation on strategy implementation at Not for Profit, Company X, East Africa;

1.5 Importance of the Study
1.5.1 Non Profit Organization

This study seeks to provide an insight on the factors that affect strategy implementation in Not for Profit, Company X’s management.

1.5.2 Management

The findings from the study will be of great importance to the management of any organization given that it will assist them to not only formulate strategic plans but to also succeed in their implementation.
1.5.3 Policy Makers

The study findings will also benefit policy makers in organizations in that they will maximize on the factors that support successful strategy implementation and manage those factors that inhibit the same.

1.5.4 Stake Holders

The study may benefit an organization’s stakeholders by involving them in strategy formulation so as to ease the implementation of the laid down strategies successfully.

1.5.5 Scholars

Lastly, the study findings will also help researchers and academicians by expanding the available knowledge on factors affecting successful strategy implementation.

1.6 Scope of the study

The proposed study focused on Not for Profit, Company X, East Africa in Nairobi, Kenya. The study targeted employees, partners, management and donors of Not for Profit, Company X, as the target respondents. The study collect data according to the specific objectives set herein. The study took a duration of three months, February 2018-April, 2018.

The proposed study faced some limitations of employees shying away from correctly giving their views for fear of victimization. This challenge was addressed by briefing the respondents and emphasize that the study is confidential and only general information on strategy implementation is required. Another anticipated challenge was availability of time by the respondents to give information on the subject. This was addressed by formulating questionnaires with short close ended questions and likert questions which took a few minutes to fill. The researcher also experienced lack of enough time to administer all questionnaires to the target respondents. This challenge was addressed by seeking assistance of a research assistant to administer questionnaire to the respondents.

1.7 Definition of Operational Terms

1.7.1 Strategy

According to Nabwire (2014), French (2009) checked the most influential literature on to find some common factors in the definition of strategy. Among these were Mintzberg et
al. (1998), who defined strategy using the five P’s: Plan, Pattern, Position, Perspective and Ploy.

1.7.2 Strategic Planning:

French (2009) defines strategic planning as a process of setting objectives, of analyzing solutions, developing concepts to deal with the situation, and achieving them.

1.7.3 Strategy Implementation:

According to Nabwire (2014), strategy implementation has been placed as a link between planning and process through setting objectives and performance controls, allocating resources, and motivating employees.

1.7.4 Staff Competence

These competences are those traits, skills or attributes exhibited by employees that enable them to perform their jobs most effectively (Ongongo, 2014).

1.7.5 Leadership

Leadership is the act of leading individuals in a firm towards achieving goals. Leaders set clear vision for the firm, motivate, and guides employees through the work process (Ogbeide & Harrington, 2011).

1.7.6 Resource Allocation

Resource allocation is a plan for utilizing the available or scarce resources to achieve goals for the future (Viseras, Baines, & Sweeney, 2005).

1.8 Chapter summary

In this chapter, is an introduction that gives the background of the problem, statement of the problem & purpose of the study have established the basis of the study followed by the research objectives, importance of the study & scope of the study, definition of terms & the summary of the chapter. Next, in chapter two, the study looked at the existing theoretical, empirical review on factors affecting strategy implementation. In chapter three, the study looked at the research methodology, study design, population of the study, data collection and analysis. In chapter four, the study presented the research findings. Lastly, in chapter five, a conclusion, summary and recommendation derived from the study findings was presented.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction
This chapter explores the existing literature relevant to the study as presented by various researcher and scholars’. The chapter covers the empirical literature review of variables. The review includes other scholar’s work both at international and local scale. By pointing at the weaknesses and gaps of the previous researches, it helped support the current study with a view of suggesting possible viable measures or ways of filling them.

2.2 Leadership
2.2.1 Strategy Implementation
Successful strategy implementation is often regarded a daunting task in many organizations. It is normally seen as if formulating a strategy is a hard task but ensuring these strategies are implemented is even more difficult. Most often than not superior strategy do not produce the best performance if the same are not correctly implemented (Omondi, 2013). Pearce (2011) suggests that strategic management can be seen as a set of decisions and actions that results in the formulation, control and implementation of plans that are required to attain the mission, vision and objectives of an organization in the environment in which it operates. At the very center of these activities in strategic management process lays the development and implementation of strategy.

Strategy formulation is sometimes seen as a preserve of the top management, its implementation is largely a function of middle and lower management. However, the input of top leadership is vital in preparing a workable strategy and clearly communicating it to those responsible for its implementation. Failure by the top leadership to the link between strategy formulation and strategy implementation is going towards poor strategy implementation. Cater (2010), emphasized the importance of formulating and implementing a strategy, with a lot of focus directed towards strategy formulation due to its critical role in existence and growth of an organization. However, implementation of a strategy is hard than formulating it. Implementation of a strategy requires staff to be competent, leadership skills, precision planning and resource allocation as well as rallying people behind the new strategy.

Cater (2010) emphasized the importance of formulating and implementing a strategy, with a lot of focus directed towards strategy formulation due to its critical role in
existence and growth of an organization. However, implementation of a strategy is hard than formulating it. Implementation of a strategy requires leadership skills, precision planning and resource allocation as well as rallying people behind the new strategy. Strategy formulation is sometimes seen as a preserve of the top management, its implementation is largely a function of middle and lower management. However, the input of top leadership is vital in preparing a workable strategy and clearly communicating it to those responsible for its implementation. Failure by the top leadership to the link between strategy formulation and strategy implementation is going towards poor strategy implementation. The study further observes that strategy formulation is entrepreneurial in nature and needs a lot of analysis and innovation while implementation requires administrative talent and skills to foresee challenges that may arise in strategy implementation.

2.2.2 Leadership

Karmakar and Datta (2015) defined leadership as the process of direction, guidance, and influencing others and establishment of interpersonal relationship for the achievement of the objectives of the organization yielding satisfaction to all. Leadership may be defined as a position held by an individual in a group which provides the opportunity to exercise interpersonal influence on the group members for mobilizing and directing their efforts towards certain goals (Manichander & Manjula, 2016). The leader is in the position to shape, regulate, control and change the attitudes, behavior and performance of the employees. Thus, leadership is all about how an individual can influence a group of other people in order to achieve something that is meaningful to them. Effective leadership incorporates ethical considerations and builds a values-based organization in which principles and values guide day-to-day decision making. Furthermore, effective leadership refers to the fact that both business leaders and employees avoid wrong behaviors and take active steps to what is right (Burton & Obel, 2013; Horner & Rossiter, 2007).

Avolio and Bass (2004) identified three main leadership styles. The transformational leadership style is the process in which leaders change their associates’ awareness of what is important, and move them to see themselves and the opportunities/challenges of their environment in a new way. These leaders proactively seek to optimize organizational innovation and development at individual, group and organizational levels. Secondly, the
transactional leadership style exhibits behaviors associated with constructive and corrective transactions. The constructive style is labeled Contingent Reward while the corrective style is labeled Management-by-Exception. Transactional leadership defines expectations and promotes performance to achieve these levels and thirdly, the passive/avoidant leadership style is more passive and “reactive” in nature. It does not respond to situations and problems systematically and has a negative effect on desired outcomes expected by the leaders. It is similar to laissez-faire leadership styles or no leadership at all.

2.2.3 Effects of Leadership on strategy implementation

According to Edmonds (2011), the management of an organization should note that resistance to change in strategy implementation is brought about by the fear of the unknown. To counter this fear, the management should use known and tested change management techniques so as to ensure that the organization achieves the success during strategy implementation. Sharma (2011) posits that it’s the leadership in an organization that focuses people’s efforts in the entire organization towards achieving strategic goals. The study concluded that for an organization to achieve success in strategy implementation, the leadership converts its mission and vision into action and performance. Those at the top management have the responsibility to formulate strategy and see to its implementation by the entire team.

For effective implementation of an organizations strategy, the top leadership has to do progress monitoring, anticipate challenges and take corrective actions in the implementation process where necessary. This is done in order to ensure that the organization is in tandem with the changes in the market or in the industry within which it operates (Thompson, 2006). Also, organizational culture affects not just the way leadership believes but also the decisions they take for the organization they manage. Corporate culture refers to the character of the company’s internal working environment and personality as informed by its core values, beliefs and traditions. Organizational culture can therefore affect strategy implementation in that it influences communication, control and decision making.

Lindsay (2010) asserts that decision making in big organizations can be a source of hindrance to dynamic response to disruptive innovations although this observation is not universal across different cultural and organizational barriers. It is normally viewed that
in smaller firms, it’s easier to convince smaller teams to look into intellectual assets as a yardstick to measure against potential threats that may result from disruptive innovation. An organization’s culture can be said to be to an organization what personality is to an individual; unseen yet a unifying theme that gives direction, provides meaning and motivation in an organization. The leadership of an organization should therefore take into account their corporate culture while designing their strategy implementation process (Brown, 2012).

Researchers have also investigated the influence of leadership in strategy implementation. O’Reilly (2010) concluded that it is only when manager’s effectiveness at various levels was seen in the aggregate that important improvement occurred during strategy implementation. Strategy implementation involves a number of aspects some of which can be changed directly and some of which can be changed indirectly. The indirect aspects are hard for strategic leadership to change and control.

A study on the role of managers in effective strategy implementation was carried out in 2014. The objective of the study was to assess the relationship between individual tasks and level of effective strategy implementation and analyze the correlation between manager competencies and effectiveness of the strategy implementation. The study established that a manager’s prudent actions are superior to their competencies. The conclusion was that strategic awareness that results by assignment of tasks and decision-making power is important than a managers knowledge and additional skills (Johnson, 2014).

Rajasekar (2014) argues that strategy implementation is negatively affected by the type of leadership existing in that organization. The amount of information availed to the different stakeholders determines how accurate the different stakeholders undertake different tasks for the common target of the organization (Lorange, 1998). It is further affected by the way employees carry themselves around and perform their tasks which can be summarized in the culture prevailing in an organization. In a different view, Lorange (1998) argues that the calibre of human capital hired by an organization in terms of experience and adequacy determines how well it implements strategies

Cater (2010) demonstrated that leaders mostly depend on organization and planning activities while implementing strategies while the largest obstacle to implementation is poor leadership. Their findings were that adapting the organizational structure to do
strategy implementation has a positive influence on performance. Darmin, (2013) observed that flexible and well-built organizational cultures advance implementation of strategy and do influence execution in a better manner by supporting the set goals. When the cultures of an organization concentrate on achieving the objectives set, then goals can become aligned to the culture of an organization. This alignment ensures that everyone and every job is done in tandem with the strategic significance of an organization.

A study by was done to identify the role of leadership style in effective strategy implementation in public organizations of one of the states of IRAN, the study revealed that there was a significant correlation between effective strategy implementation and leadership style. Consultative, benevolent and participative styles have a positive relation while exploitive style has a negative correlation with effective strategy implementation. Consultative leadership style was also found to have a significant effect on strategy implementation (Dehghanan, 2015).

A study by Yang Li, et al., (2008) on factors influencing strategy implementation reviewed the factors that enable or impede effective strategy implementation. It highlighted how strategy implementation has been researched so far – and in which contexts- and how this field may be moved forward. As a result of literature analysis, spanning twenty four years the research finds nine crucial factors for strategy implementation. In this study leadership style is identified as a key factor in strategy implementation.

Ngure (2013) sought to establish the leadership styles at Co-operative Bank of Kenya and to establish the influence of leadership style on strategy implementation at the Co-operative Bank of Kenya. The findings of the study were that Co-operative Bank of Kenya predominantly uses participative (democratic) leadership style and transformational leadership style. Another key finding of the study was that leadership styles influence strategy implementation. The implication of the study was that leadership styles are important in strategy implementation and organizations should pay attention to this and incorporate leadership styles as one of the strategies in ensuring strategy implementation. The study recommends that organizations should be aware that transformational and participative leadership styles are important in an organization and implement these. The study also recommends that organizations should use the various
leadership styles characteristics to influence strategy implementation with regard to goal achievement.

A study conducted by Njuguna, Anita and Mwenda (2015) on the effects of leadership styles on implementation of organization strategic plans in small and medium enterprises in Nairobi. Specifically, the study: analyzed the effect of autocratic leadership style, assessed the effect of democratic leadership style and evaluated the effect of laissez faire leadership style on implementation of strategic plans in SMEs. This study established that autocratic leadership style had the largest effect on implementation of strategic plans. This study showed that one unit change in autocratic leadership results in 0.488 units increase on implementation of strategic plans. Democratic leadership style was subsequent with a coefficient of 0.384 and lastly laissez faire with 0.269. This study concluded that autocratic leadership, democratic leadership and laissez faire all have a positive effect on implementation of strategic plans.

Mbaka and Mugambi (2014) conducted a study on strategy implementation in the Water Sector in Kenya through descriptive design. The study studied various secondary data reports on how various water projects were implemented. The findings show that strategy implementation in the water sector was affected to a large extent by the level of management support, inadequacy of resources and technical expertise among staff. The findings further indicated that strategy implementation was affected by the type of management leadership and the communication effectiveness.

Ngeche (2017) conducted a study on internal factors influencing strategy implementation in the banking sector at Chase Bank. The first objective set to establish how leadership style affected strategy implementation and it was established that that dynamic business environment affects realization of goals and the leadership skills were critical in realization of goals. The study also revealed that relationship with employees influences goal achievement. In addition, it was also revealed that leadership commitment enhances achievement of sufficient results.

2.3 Staff competence
2.3.1 Staff Competence

Competence is defined as the ability to undertake responsibilities and to perform activities to a recognized standard on a regular basis. Competence is a combination of practical and
thinking skills, experience and knowledge, and may include a willingness to undertake work activities in accordance with agreed standards, rules and procedures (conscientiousness) (Ferguson & Reio, 2010). Competence depends on the context and the environment in which the activity is performed, and also on the working culture of the organization. In the work environment the standard of competence is the standard of work expected to satisfy a number of requirements, including business objectives as well as health and safety requirements. The context, environment and culture are particularly relevant during a person's development programme before their first competence assessment, and when seeking to address any subsequent sub-standard performance. Developing competence will not in itself guarantee safety, but it will improve the predictability of good performance (Antwi & Owusu, 2015).

2.3.2 Effect of Staff Competence on Strategy implementation

This section looks at staff recruitment and selection, Reward System, and Training and Evaluation as the effects of staff competence on strategy implementation.

2.3.2.1 Staff Recruitment and Selection and Strategy Implementation

According to Bossidy (2012), hiring of staff with competencies aligned to the strategy process is key and should be done across the difference departments and functions up to chief executive level. Employees must be competent, there must be a framework in place to ensure that proper selections are made at recruitment and that organizations must employ a complete management philosophy for strategy to be successfully implemented and for organizations to beat competition from other industry players.

Wheelen (2015) posits that the shortage of competencies isn't alone attributive to lower level managers or staff but also the chief officers who may fail in their attempt to execute a new strategy. J, (2010) further states that with lack of competence across the spectrum of an organization’s human resource, even the most elementary strategy with the most elementary environmental factors can prove difficult to achieve. While staff competence is vital, failures are experienced due to many organizations failing to acknowledge human capital as a factor necessary for successful strategy implementation. This is so as a result of low level managers and employees being the last group to identify with company strategy. The obvious lack of human factor is the sole impediment to strategy implementation failure and that the lack of awareness by managers that employees play a
vital role in strategy success. Thus, the absence of employees on board would definitely result into strategy failure.

Hiring of staff with competencies aligned to the strategy process is key and should be done across the difference departments and functions up to chief executive level. For example, if heading for a concentration strategy, it would be prudent to hire an aggressive chief operating officer (Bossidy, 2012). It is further reiterated that employees must be competent, there must be a framework in place to ensure that proper selections are made at recruitment and that organizations must employ a complete management philosophy for strategy to be successfully implemented and for organizations to beat competition from other industry players.

Boukendour (2014), observed that beyond selecting and capacitating leaders, human resource practitioners should also think about the competencies that the staff possesses and map them against those that need more development to fulfil the needs of particular leadership roles. Human capital plays an essential part in the effective implementation of a strategy. As is the use of human resource management practices that inspire staff. Competencies and human capital development increases better leadership capabilities. Specific competencies for specific management levels can, however, be developed or sharpened through training and capacity alignment (Ngeche, 2017). Organizations can map out management level competency needs by using the competency framework (Daft, 2014).

2.3.2.2 Reward System and Strategy Implementation

A study on strategy implementation in Iranian instruction institutes, established that staff competence alone are not enough to ensure successful strategy implementation. Other issues like motivation, reward systems, job insecurity and lack of expertise among mother can negatively affect strategy implementation (Lankeu, 2012). There is a negative relationship between senior management tenures and organization financial performance. Studies have not, however, affirmed the specific skills required to implement strategy. There has been a lot more concentration on higher level management capabilities and skills necessary to manage and align organization culture and the human resources towards achievement of the strategy. Organizations that align their capabilities and
competencies of their staff to their strategy are likely to perform better than those that haven’t aligned strategy and internal capabilities (Wheelen, 2015).

According to Wheelen (2015), the shortage of competencies isn’t alone attributable to lower level managers or staff but also the chief officers who may fail in their attempt to execute a new strategy like rewarding their staff for job well done and meeting their targets. Lack of competence across the spectrum of an organizations human resource, even the most elementary strategy with the most elementary environmental factors can prove difficult to achieve.

Shahzad et al. (2008) in Pakistan found that rewards practices motivated university teachers in university making the strategy implementation smooth and effective. Randy et al. (2002) in China and Hong Kong also found compensation to send message to management that when strengthened the business strategies of the organization would be achieved faster enhancing performance. From Iran, Roya et al. (2011) also revealed that compensation practices led to fulfilment of psychological contract making teachers more committed to their work. In Spain, 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.

A research on the role of managers in effective strategy implementation whose objective was to establish the relationship between individual tasks and the level of effective strategy implementation and to analyze the correlations between competencies of managers and the effectiveness of the strategy implementation 200 managers from listed companies were interviewed. The findings of the survey showed that manager prudent actions were more important in strategy implementation than their competencies. It concluded that the strategic awareness that manifests itself by the assignment of tasks and decision making power is more important than their knowledge and additional skills (Radomska, 2014)

According to Chimanzi and Morgan’s (2005), firms that involve their employees in strategy formulation and implementation is likely to record high organizational performance. The level of involvement of all employees in strategy formulation plays a
vital role in strategy implementation. Viseras, Baines and Sweeney (2005) argues that strategy implementation success is highly dependent on human component of project management and less on organization and systems related factors. Assigning adequate resources to a given strategy implementation leads to greater organizational performance.

In a study carried out in public universities and collaborating colleges in Kenya on competency, experience and industrial exposure of faculty members, Nganga (2009) found out that a systematic form of faculty member’s performance metrics was missing. Because of the missing method of measuring, assessing and monitoring the faculty member’s performance and effectiveness, the universities were unable to attain their goals and objective. Lack of motivation because of low salaries coupled with poor communication was also found to hinder implementations of strategy implementation. The findings are in line with those of Beer and Eisenstat (2006) that vertical communication is an obstacle to successful strategic implementation.

Kiamba (2008) studied experience of privately sponsored studentship and other income generating activities at the University of Nairobi. The findings were that although public universities are getting millions of shillings every year from parallel students, no ambitious staff development programs have been developed to assist lectures. This has resulted to many lecturers stagnation at the Master’s degree level. This is common in East Africa where public universities have embraced the concept of entrepreneurial university, a model that identifies higher education resources and their exploitation. Implementation of strategy is however hindered by the continual evaluation and control that could be because of lack of motivation and incentive structure.

2.3.2.3 Training and Evaluation and Strategy Implementation

Benson (2006) in the USA found training and development strategy related to organizational commitment and negatively related to turnover of employees at University of Texas. Still in the USA, Ryan and Todd (2006) concluded that comprehensive performance appraisal strategy enhanced control and better performance of the University. Abdullah et al. (2011) found performance appraisal strategy's perception to either negatively or positively affect staff performance in the National University of Malaysia. Career development strategy was also found critical in a university in Taiwan (Tser et al., 2004); university in Israel (Anna, 2008); and university in Malaysia (Helmi, 2006). Employee relations strategies between employees and their supervisors was also
found helpful in strategy implementation in university of Oklahoma (Rebecca, 2012); Nagoya university (Foong, 2008); and Norwegian school of management (Kuvaas, 2006).

Gatimu (2016) studied effect of strategy implementation on organization performance with a case study of Diamond Trust Bank (DTB). The results showed that there is a positive relationship between strategic implementation and performance at DTB. Different sources of information, for example, investigate articles and secondary organization information sources were additionally utilized. The results indicated that: members from various levels of the bank have unique understanding of the implementation procedure; implementation factors could get to be barricades that undermine the implementation procedure; these obstructions can be overcome if directors are discerning to the bank's present circumstance. The study found that the bank has been able to overcome some of the challenges they faced and are still facing when implementing the strategies they have chosen by undertaking intensive and extensive training of its employees to equip them with the right skills and knowledge that will ensure that they are able to handle the task assigned to them and give the desired results. The bank has also strived to provide the relevant motivation, rewards and foster a good working relationship to ensure that the employees are well motivated hence they will be able very instrumental in the realization of the chosen strategies.

Ngeche (2017) conducted a study on internal factors influencing strategy implementation in the banking sector at Chase Bank. The second objective set to establish how staff competence affected strategy implementation. The findings reveal that organization rarely undertake competence evaluation and analysis of the competence level of the employees revealed that a majority believed it was not very competent, while others claimed they needed training. The findings also established that talent deficiency hampered the implementation process. It was also discovered that offering rewards facilitates realization of goals, however there was uncertainty on whether staff remuneration influences attainment.

2.4 Resource Allocation

2.4.1 Resource Allocation

According to Ngeche (2017), resource allocation can affect successful implementation of management decisions and initiatives and past studies have established that poor resource allocation is one of the major reasons that strategy implementations fail. He further
observed that the resources needed in strategy implementation are grouped into internal and external inputs. Internal inputs include an organization’s infrastructure and their internal installed capacity, management capabilities, competent employees and financial strength. External factors includes all inputs that are turned into finished products i.e. energy, raw materials and manpower (Yabs, 2010).

Ndewgah (2014) studied strategy implementation in learning institutions by focusing on Public Secondary Schools in Nyeri County, Kenya. The study collected primary data using a semi structured questionnaire to collect data. The explanatory variables of the study included: Managerial skills, Resources allocation, Rewards & Incentives and Institutional policies. The targeted respondents included institutions’ Principals who were free to delegate to their Deputies in the 2 Sub-counties: Mukurweini and in Othaya. The findings show that: Resources allocation Managerial skills, Institutional policies, and Rewards/Incentives greatly affected strategy implementation. Proper management of these factors had a great influence on strategy implementation among secondary schools in the study area.

2.4.2 Effects of Resource Allocation on strategy implementation

This section looks at financial resources, ICT and Human Resource as the effects of resource allocation on strategy implementation.

2.4.2.1 Financial Resources and Strategy Implementation

Resource allocation and management is a key determinant of success in strategy implementation. Kihn (2011), posits that budget targets in strategy implementation can be understood as financial forecasts or estimates of potential future outcomes that have been agreed on by the organization’s management team. Punniyamoorthy (2008) provided for Kaplan and Norton’s balanced scorecard which considers financial and non-financial aspects in the implementation of strategy. This financial perspective looks into the profitability aspect of strategy.

Budgeting and budget management is an important factor in the successful implementation of a strategy. There are three issues that organizations face in terms of the relation between strategy and finance as managing for value, funding strategic development and financial expectations of stakeholders. It is further noted that overly detailed budgetary programs can become cumbersome and very expensive and that
budgets, if used as instruments of tyranny, can result in frustration, resentment, absenteeism, and high turnover. To minimize the effect of this concern, managers should increase the participation of subordinates in resource allocation (Nabwire, 2014).

According to Pella (2013), the lack of sufficient resource allocation emerged as one of the major problems inhibiting the implementation strategy. Top management was perceived as not providing strong financial support for achievement of corporate strategy. Financial support and other resources were perceived to be inadequate to support the implementation of strategy. The problem was caused by lack of funds or resource allocation to support strategy and lack of adequate facilities and infrastructure to implement strategies. Respondents noted that lack of supporting funding or budget may prevent the smoothness of the program and activities related to the company’s strategy.

The organizations budget should reinforce its strategic plan. In periods when there are declining resources, it is critical to have a budget that is tight to see through strategy implementation so as to ensure that shortfalls do not hinder strategy implementation (Schmidt, 2013). The strategy implementation stages can be carried out well, but if an organization does not place its capabilities into implementing strategy, then the strategy becomes ineffective. The study identified certain capabilities to enhance the quality of strategy implementation in every step. Among these capabilities is to support strategy implementation through provision of company financial support (Pella, 2013).

Oyango (2016) sought to investigate the role played by strategic leadership in strategy implementation at the Geothermal Development Company (GDC), Kenya. The study noted that strategic leadership role in strategy implementation include shaping effective organizational culture, determination of strategic direction, effective management of organization’s resource portfolio, building an organization, enforcement of ethical compliance, development of short-term objectives and plans, communicating strategy as well as establishment of balanced organizational controls. The findings thus showed that strategic leadership plays a very crucial role in effective strategy implementation at GDC. Strategic leadership role stirs commitment among people in the organization and ensures that they embrace change and implement strategies specifically meant for the achievement of the strategic vision.
2.4.2.2 Information Communication Technology and Strategy Implementation

Technology also makes life easy and smooth. This is also true during strategy implementation process in an organization. An organization with current technology system possesses an upper hand as compared to organizations with weaker technology. With good technology, an organization can easily implement, monitor and assess its strategy implementation process. Technological factors involve activities and institutions creating new knowledge and translate this knowledge to new products, output and processes (Hitt, 2013).

Kepha (2013) observed that availability of technology facilitates implementation of strategy. Technology gives organizations very important and valuable assistance in formulating, implementing and monitoring new policies, initiatives and procedures. Strategy implementation is an expensive exercise in any organization. It requires finance to implement the strategic plan. Kiraithe (2011) found out that lack of adequate financial resources has been an obstacle to the implementation of strategic plans. Finance is necessary for the implementation of new plans so as to procure services, buy equipment and facilities required to implement an organizations strategy.

Ngeche (2017) conducted a study on internal factors influencing strategy implementation in the banking sector at Chase Bank. The third objective set to establish how resource allocation affected strategy implementation. The findings revealed that Chase bank had a budget for strategy implementation although a majority stated that resource allocation towards strategy implementation needed improvement. Leadership commitment and monitoring resources influences attainment of results and innovative IT strategies and e-business improve competitiveness.

2.4.2.3 Human Resource and Strategy Implementation

Today, business leaders need to become aware of globalization and global politics in the world connected by the Internet (Rose, 2008). Hence, leadership is crucial in effective organizational management (Nixon et al., 2012). These researchers argue that a high emphasis on the development of leaders is considerable essential. Acquiring appropriate leadership styles and adopting effective leadership styles would be among the major factors for leaders to achieve. They argue that without effective leadership, firms are highly likely to fail. Prewitt et al. (2011) add that effective leadership results in the
motivation of organizational members, causing increased support for the conveyed strategic vision even if acceptance requires radical change. Nahavandi (2012) argued that various styles of leadership may affect organizational effectiveness or performance. Leadership style can be defined as the approach of providing direction, motivating people and achieving objectives (Fertman & Van Liden, 1999).

According to Schmidt (2013), organizations are run by humans. The importance of human resources cannot therefore be overlooked as they play a key role in strategy implementation. There should be rigorous training, support so as to ensure the staff possesses a competitive advantage over competitors. Bryson (2010) posits that a higher level in total organizational involvement during strategy implementation always have a positive effect on the level of success in implementing their strategies. Effective implementation occurs when an organizations resources and actions are meshed with strategic priorities and the set objectives achieved.

According to Ganley (2010), resources helps an organization run its operations smoothly and thus allocation of these resources should be done carefully. These resources include people, technology and finances. Resources are critical for successful strategy implementation. Resources are required in strategy formulation and implementation and it is thus very difficult to implement a strategy in any organization without these resources. They also include training of staff, and remuneration of human resources required to for strategy implementation.

Sum (2013) observed that for strategy implementation to be successful, the top management is required to marshal resources towards strategy execution. It has been found out that little resources slows down the implementation process while excess funding will lead to a waste of organizational resources and thus affect financial performance of an organization in a negative way. Therefore, resource allocation should be well distributed to promote implementation of strategy. Most of the times, resources are scarce and the management should prioritize its strategies according to their importance given that every organization has finite resources.

Leadership is a very important factor in an organization because it determines most of its success and failure. Drucker (2007) argued that any company’s success is due to employee job satisfaction and employee affective commitment. To increase the organizational performance a leader must have the ability to promote creativity and
innovation, stimulate the employees to challenge their own value systems and improve their individual performance (Trmal, Bustamam & Mohamed, 2015). According to Okibo and Shikanda (2011) the relevant leadership behaviour is crucial to improve awareness creation in organizations. Therefore, the employees’ behaviour paths are mostly shaped by the way leaders give support to organizational members and provide a clear direction in regard to guidelines. They further elaborated that a transformational leader has to watch out for prospective needs in admirers, and satisfies higher motives, whilst connecting with the full attributes of the adorers.

Lemarleni et al., (2017) conducted a study on effects of resource allocation on strategy implementation at Kenya Police Service in Nairobi County. Findings indicated that there exist both positive and significant correlations between the predictor and dependent variables. Strongest and positive correlations were obtained between organizational culture and Strategy implementation followed by financial resource and strategy implementation. Technological resource and human resources also registered strong and positive correlations at and respectively.

Bhattacharya, Gulla and Gupta (2012), advise that with Information Technology infrastructure emerging as an important factor in achieving business objectives, firms need to be technologically ready to take on the strategic challenges that can fuel growth. Salmela and Spil (2004) noted that with continual innovation in new technologies, alignment between IT strategy and corporate strategy has become more difficult that previously, even though the process of planning is still the same as in the past. They concluded that if a company has a well-planned IT strategy, it can improve its overall competitiveness to integrate corporate strategy and IT implementation effectively.

2.5 Chapter Summary
The chapter reviewed related literature on the Effect of leadership on strategy implementation and looked at strategy implementation and leadership and strategy implementation. The chapter also reviewed empirical studies on the Effect of staff competence on strategy implementation like: Staff Recruitment and selection, Reward System, and Training and Evaluation. The chapter also discusses literature on Effect of resource allocation on strategy implementation including Financial Resources, Information Communication Technology and Human Resource. Chapter three focuses on the research methodology.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter introduces the various research methods and procedures that was adopted in conducting the study in order to address the research objectives raised in the first chapter. The chapter has been organised in the following structure: research design, population and sampling design, data collection methods, research procedures and data analysis methods. Lastly the chapter concludes with a summary of what has been pointed out.

3.2 Research Design

This study will adopt a descriptive survey design method to collect primary data. According to Sekaran (2013), descriptive research is a design used to answer the question, what is happening? How it is happening? Why it is happening? This design is also appropriate as it aided in describing the characteristics of the population sample and was useful in generalizing the findings for the entire population (Mugenda & Mugenda, 2003). The proposed study adopted this approach since the study aims collection of data from respondents about their views on the factors affecting strategy implementation. This design employed in the study as it enabled the researcher to describe the situation or study phenomenon the way it is at the time of survey (Kothari, 2004).

3.3 Population and sample design

3.3.1 Population

A population is a collection of all the concerned units that researchers propose to study within a particular problem space (O’Gorman & MacIntosh, 2014). The target population for the proposed study is the stakeholders at Not for Profit, Company X, East Africa. This included 7 partners, 25 employees, 4 donors and 9 management members resulting into a total population of 45 according to the human resource manager Not for Profit, Company X, East Africa, 2018.

3.3.2 Sample Design

3.3.2.1 Sample frame

A sampling frame is defined as a list of elements in the population from which the sample is actually drawn (Cooper & Schindler, 2010). In this study, the sampling frame is the database from the human resource records of the current Not for Profit, Company X, East Africa.
Africa. This ensured that we obtain the complete and correct list of the population and ensure that no one is left out when selecting the sample.

3.3.2.2 Sampling technique

A sampling technique is defined as the process of selecting some elements from a population to represent that population (Cooper & Schindler, 2010). The basic idea of sampling is that by selecting some elements in a population, we may draw conclusions about the entire population. In this study however, no sampling was done given the number of respondents is small a census survey of all Not for Profit, Company X, East Africa stakeholders was conducted. Israel (1996), notes that when a population is less than 200, it is appropriate to conduct a census.

3.3.3.3 Sample size

From the initial target population of 45, this being less than 100, and guided by the rule of thumb, the study shall use census study. Cooper and Schindler (2010) explains that conducting a census often results in enough respondents to have a high degree of statistical confidence in the survey results.

Table 3.1: Sample Size

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee</td>
<td>25</td>
</tr>
<tr>
<td>Partner</td>
<td>7</td>
</tr>
<tr>
<td>Donor</td>
<td>4</td>
</tr>
<tr>
<td>Management</td>
<td>9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>45</strong></td>
</tr>
</tbody>
</table>

3.4 Data collection Methods

The study used a questionnaire to collect primary information from the respondents. The questionnaires are chosen for this study because it is assumed that the respondents are literate and therefore, were able to understand and answer the questions sufficiently. The advantages of having a questionnaire include: it is able to gather information from the respondents in a short span of time and quickly, thus this is the reason as to why the questionnaire is a preferred data collection instrument for this study (Kothari, 2008).
questionnaire was comprised of a mix of both open and closed questions ensuring that a wide range of questions are covered. The closed ended questions were used to save on time. The open-ended questions were used to probe for any other opinions from the respondents regarding the topic at hand. The questionnaire is divided into four sections. Section A looks at the demographics, that is, gender, age, education level, duration worked in the organization, career orientation and current position. Section B looks at effects of leadership on strategy implementation, Section C looks at effects of staff competence on strategy implementation, and Section D looks at effects of resource allocation on strategy implementation. Section B, C and D had a likert scale of 1-5 where 1-strongly disagree, 2-disagree, 3-neutral, 4-agree and 5-strongly agree.

3.5 Research Process
In this research, a pilot questionnaire was conducted using the prepared questionnaire which was administered to 4 selected respondent groups to ensure the objectivity and clarity of the items. Any suggestions for improvement presented during this process was incorporated in the final questionnaire. I got a letter from the University to help introduce myself to the respondents as well as enable me to collect data from Company X selected respondents. I developed an online questionnaire as well and distribute the questionnaires to the respondents both in hard and soft copy depending on ease of data collection and the circumstances of the different stakeholders. The questionnaire introduction section explained the purpose of the study and offer guidance to the respondents on the way to fill in the questionnaire.

As for the busy respondents or those out of office, the questionnaires were administered through drop and pick method whereby the respondents were left with the questionnaire to fill in their convenient time. I followed up by making subsequent visits and courtesy calls when necessary to remind the respondents to fill the questionnaires and in so doing increasing the response rate. The respondents were assured verbally and in a commitment in the questionnaire that the information obtained from them was treated with ultimate confidentiality. They therefore were requested to provide the information truthfully and honestly. The study relied on data collected through a questionnaire structured to meet the objectives of the study.
3.6 Data analysis methods

Data collected from the completed questionnaires was summarized, coded, tabulated and checked for any errors and omissions. Frequency tables, percentages and means was used to present the findings. A computer Statistical Package for Social Science (SPSS) version 20.0 was used to analyze the close-ended responses from the questionnaires. Quantitative data was analyzed using descriptive statistics including, averages, percentages, means and standard deviations. Correlation analysis was done to establish the relationship between the variables. Regression analysis will be applied in all the cases where correlation was found to exist between the independent and dependent variables. It is important to carry out regression analysis to establish the extent of the influence exerted on the dependent variable by the independent variable.

A multiple regression model was used to determine the relative importance of each of the three variables in relation to the study which seeks to understand factors affecting successful strategy implementation in Not for Profit Company X. The regression model that will be used for hypothesis testing will be as follows:

\[ Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon \]

Where:
- \( Y = \) Successful strategy implementation
- \( \beta_0 = \) Constant Term
- \( \beta_{1,2,3} = \) Beta coefficients
- \( X_1 = \) Leadership
- \( X_2 = \) Staff competence
- \( X_3 = \) Resource allocation
- \( \varepsilon = \) Error

3.7 Chapter summary

This chapter describes the research design to be adopted in the study, the population and sampling design, the data collection methods that was used when carrying out the study, research procedures and the data analysis methods to be used. Chapter four looked into the results and findings from the data analysis.
CHAPTER FOUR

4.0 RESULTS AND FINDING

4.1 Introduction

This chapter presents results obtained from data collect from the field. The first section presents results based on respondent’s background information. The second section covers findings from effect of resource allocation on strategy implementation. The second section discusses effect of leadership on strategy implementation and the third section discusses effect of staff competence on strategy implementation.

4.1.1 Response Rate

The research issued a total of 45 questionnaires and a total of 40 were filled and returned thus, giving a response rate of 89%. This was sufficient for the study as indicated in Table 4.1.

Table 4.1: Response Rate

<table>
<thead>
<tr>
<th>Questionnaires</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Filled and collected</td>
<td>40</td>
<td>89</td>
</tr>
<tr>
<td>Non Responded</td>
<td>5</td>
<td>11</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>45</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

4.2 Demographic Information

4.2.1 Gender

To investigate gender of the respondent’s majority of the respondents were female accounting for 70% of the population whereas male had 30% as shown in Figure 4.1 below. This shows that the organization has more female employees as compared to male employees. It was easy to get information from female employees as compared to male employees.
4.2.2 Age

To investigate age of the respondent’s majority of respondents accounting for 43% were between 31-40 years of age whereas, 30% were aged between 41-45 years. It was also revealed that 15% of respondent were between 26-30 years, 8% were between 20-25 years and 5% were 46 years and above as shown in Figure 4.2. This shows that the organization has more mature employees.
4.2.3 Education Level

To analyze respondent’s education level it was revealed that 70% have a post graduate, 23% have a undergraduate degree and 7% have a diploma as shown in Figure 4.3. This show that the organization has employees well educated employees who are able to implement strategies that will enable the organization to become more competitive.

![Figure 4.3: Education Level](image)

4.2.4 Career Orientation

To analyze career orientation of respondent’s it was revealed that 8 respondents have accounting this represents 20% of the total population, 6 have business management representing 15% of the total population, 5 respondents have human resource management accounting for 13% of the total population, 3 respondent each have administration, engineering, journalism and advocacy, marketing and procurement this represents 8% of the total population and 2 respondents each have Digital, Finance and Project Management representing 5% of the total population as shown in Table 4.2.
Table 4.1: Career Orientation

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting</td>
<td>8</td>
<td>20</td>
</tr>
<tr>
<td>Administration</td>
<td>3</td>
<td>8</td>
</tr>
<tr>
<td>Business Management</td>
<td>6</td>
<td>15</td>
</tr>
<tr>
<td>Digital</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>Engineering</td>
<td>3</td>
<td>8</td>
</tr>
<tr>
<td>Finance</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>Human Resource Management</td>
<td>5</td>
<td>13</td>
</tr>
<tr>
<td>Journalism and Advocacy</td>
<td>3</td>
<td>8</td>
</tr>
<tr>
<td>Marketing</td>
<td>3</td>
<td>8</td>
</tr>
<tr>
<td>Procurement</td>
<td>3</td>
<td>8</td>
</tr>
<tr>
<td>Project Management</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>Total</td>
<td>40</td>
<td>100</td>
</tr>
</tbody>
</table>

4.2.5 Years in the Organization

To analyze number of years respondents have worked in the organization. It was revealed that 30% of respondents have been in the organization for 2 to 4 years, 30% have also been in the organization for 5 to 7 years, 28% have been in the organization for less than 2 years and 13% have been in the organization for more than 10 years as shown in Figure 4.4.

Figure 4.4: Years in the Organization
4.2.6 Current Position

To analyze respondent’s current position in the organization, it was revealed that 77% of respondents are staff and 23% are in the management level as shown in Figure 4.5.

![Pie chart showing 77% staff and 23% management](image)

**Figure 4.5: Current Position**

4.3 Strategy Implementation

The first objective set to establish strategy implementation. Respondents were asked a set of questions to indicate to what extent they agree or disagreed with statement related to staff competence and strategy implementation. Using a five point Likert scale where 1 - Strongly Disagree 2 - Disagree 3 - Neutral 4 - Agree 5 - Strongly Agreed.

4.3.2. Descriptive of Strategy Implementation

The results established that most respondents agree that directors support the implementation of strategic initiatives by management 4.23. However, respondents agreed that the organization has financial capacity to implement its strategies 3.96, management in the organization is committed to providing financial resources to support the implementation of strategic initiatives 3.96, the organization maintains a policy manual 3.90, employees are willing to accept and implement change 3.68. There was uncertainty on policies in the organization being updated on a regular basis 3.58, the current governance structure in the organization is effective for the implementation of
strategic initiatives 3.50 and the organization has human resource capability to manage and implement a change process or new strategic direction 3.28 as shown in Table 4.3.

Table 4.2: Descriptive of Strategy Implementation

<table>
<thead>
<tr>
<th>VARIABLE</th>
<th>MEAN</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>My organization maintains a policy manual</td>
<td>3.90</td>
<td>1.355</td>
</tr>
<tr>
<td>Policies at my organization are updated on a regular basis</td>
<td>3.58</td>
<td>1.174</td>
</tr>
<tr>
<td>My organization has the financial capacity to implement its strategies</td>
<td>3.96</td>
<td>0.832</td>
</tr>
<tr>
<td>The management at my organization is committed to providing financial resources to support the implementation of strategic initiatives</td>
<td>3.96</td>
<td>1.000</td>
</tr>
<tr>
<td>Directors at my organization support the implementation of strategic initiatives by management</td>
<td>4.23</td>
<td>0.800</td>
</tr>
<tr>
<td>The current governance structure at my organization is effective for the implementation of strategic initiatives</td>
<td>3.50</td>
<td>0.877</td>
</tr>
<tr>
<td>Employees at my organization have the willingness to accept and implement change</td>
<td>3.68</td>
<td>0.859</td>
</tr>
<tr>
<td>My organization has human resource capability to manage and implement a change process or new strategic direction</td>
<td>3.28</td>
<td>1.154</td>
</tr>
</tbody>
</table>

For clarity on the uncertainty of the current governance structure at the organization being effective for the implementation of strategic initiatives a cross tab was done between the level of education and the variable. The findings as indicated in Table 4.3 indicated that all diploma holders disagreed, while post graduates and undergraduates were the most uncertain.

Table 4.3: Cross Tab of effective Culture and growth

<table>
<thead>
<tr>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. What is your education level (state the highest level)</td>
<td>Diploma</td>
<td>3</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Post Graduate</td>
<td>2</td>
<td>5</td>
<td>18</td>
</tr>
<tr>
<td></td>
<td>Undergraduate</td>
<td>2</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>Total</td>
<td>7</td>
<td>9</td>
<td>21</td>
<td>3</td>
</tr>
</tbody>
</table>

For clarity on the uncertainty of the human resource capability to manage and implement a change process a cross tab was done between the level of education and the variable. The finding revealed that all diploma holders agreed, similarly postgraduates and undergraduates had varied opinions with some inagreement and some disagreeing.
Table 4.4: Cross Tab Of Human Resource Capability and Education

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>4</th>
<th>5</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>3. What is your education level (state the highest level)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Diploma</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>Post Graduate</td>
<td>3</td>
<td>7</td>
<td>16</td>
<td>2</td>
<td>28</td>
</tr>
<tr>
<td>Undergraduate</td>
<td>0</td>
<td>4</td>
<td>5</td>
<td>0</td>
<td>9</td>
</tr>
<tr>
<td>Total</td>
<td>3</td>
<td>11</td>
<td>24</td>
<td>2</td>
<td>40</td>
</tr>
</tbody>
</table>

4.4 Effect of Leadership on Strategy Implementation

4.4.1 Does leadership Affect Strategy Implementation

The study also set to rate if leadership affects strategy implementation. Findings revealed that 60% of respondents agreed that leadership affects strategy implementation to a very great extent, 32% to a great extent and 8% at a moderate extent as shown in Figure 4.6.

Figure 4.6: Does leadership Affect Strategy Implementation

4.4.2. Descriptive of Effect of Leadership on Strategy Implementation

The results established that respondents were in agreement that leaders constantly seek experts'/consultants' advice 3.73, leaders encourage employee learning and growth 3.45, leaders support and inspire staff to achieve set strategic directions 3.40, leaders establish balanced organizational controls internally 3.40, leaders motivate employees to achieve set goals 3.35, leaders ensure timely approval of budgets 3.30, leaders are competent to lead new organization's strategies 3.15, leaders ensure proper information flow about strategy implementation 3.08. Respondents also disagreed that leaders are innovative towards the organization's new strategies 2.90 and leaders match rewards with realization of set targets 2.05 as shown in Table 4.5.
Table 4.5: Descriptive of Effect of Leadership on Strategy Implementation

<table>
<thead>
<tr>
<th>VARIABLE</th>
<th>MEAN</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>My leaders motivate employees to achieve set goals</td>
<td>3.35</td>
<td>1.189</td>
</tr>
<tr>
<td>My leaders support and inspire staff to achieve set strategic directions</td>
<td>3.40</td>
<td>1.033</td>
</tr>
<tr>
<td>My leaders establish balanced organizational controls internally</td>
<td>3.40</td>
<td>1.033</td>
</tr>
<tr>
<td>My leaders match rewards with realization of set targets</td>
<td>2.05</td>
<td>0.904</td>
</tr>
<tr>
<td>My leaders are innovative towards the organization's new strategies</td>
<td>2.90</td>
<td>0.928</td>
</tr>
<tr>
<td>My leaders are competent to lead new organization's strategies</td>
<td>3.15</td>
<td>1.051</td>
</tr>
<tr>
<td>My leaders constantly seek experts'/consultants’ advice</td>
<td>3.73</td>
<td>1.198</td>
</tr>
<tr>
<td>My leaders encourage employee learning and growth</td>
<td>3.45</td>
<td>1.037</td>
</tr>
<tr>
<td>My leaders ensure timely approval of budgets</td>
<td>3.30</td>
<td>1.018</td>
</tr>
<tr>
<td>My leaders ensure proper information flow about strategy implementation</td>
<td>3.08</td>
<td>0.997</td>
</tr>
</tbody>
</table>

For clarity on the uncertainty of leaders ability to motivate employees to achieve set goals a cross tab was done across the positions. The finding revealed that no employee in management disagreed while some staff were inagreement and some disagreeing.

Table 4.6: Cross Tab of Leaders Ability to Motivate Employees Across Positions

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>6. What is your current position?</td>
<td>Management</td>
<td>0</td>
<td>0</td>
<td>5</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Staff</td>
<td>5</td>
<td>3</td>
<td>5</td>
<td>15</td>
<td>3</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>5</td>
<td>3</td>
<td>10</td>
<td>17</td>
<td>5</td>
</tr>
</tbody>
</table>

For clarity on the uncertainty of leaders support and inspiring staff to achieve set goals a cross tab was done across the positions. The finding revealed that all employee in management agreed while some staff were inagreement and some disagreeing.

Table 4.7: Cross Tab of leaders support and inspire staff Across Positions

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>6. What is your current position?</td>
<td>Management</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td>Staff</td>
<td>3</td>
<td>5</td>
<td>7</td>
<td>16</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>3</td>
<td>5</td>
<td>7</td>
<td>23</td>
</tr>
</tbody>
</table>
4.5 Effect of Staff Competence on Strategy Implementation

4.5.1 Does Staff Competence Affects Strategy Implementation

The study also set to rate if staff competence affects strategy implementation. Findings revealed that 53% of respondents agreed that staff competence affects strategy implementation to a very great extent, 32% to a great extent and 15% at a moderate extent as shown in Figure 4.7.

![Figure 4.7: Effect of Leadership on Strategy Implementation](image)

4.5.2 Descriptive of Effect of Staff Competence on Strategy Implementation

The results established that respondents agreed that aligning the person to the job facilitates achievement of results 4.63, acknowledging performing employees is necessary to meet set targets 4.63, staff competence enhances goals achievement 4.60, employee skills and knowledge enhances goal realization 4.55, offering rewards enhances realization of goals 4.48 and training enhances goals achievement 4.33, staff remuneration influences attainment of results 4.05. Findings also revealed that respondents disagreed on employees are offered training regularly 2.88 as shown in Table 4.8.
Table 4.8: Descriptive of Effect of Staff Competence on Strategy Implementation

<table>
<thead>
<tr>
<th>VARIABLE</th>
<th>MEAN</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>The employees are offered training regularly</td>
<td>2.88</td>
<td>1.137</td>
</tr>
<tr>
<td>Training enhances goals achievement</td>
<td>4.33</td>
<td>.572</td>
</tr>
<tr>
<td>Offering rewards enhances realization of goals</td>
<td>4.48</td>
<td>.716</td>
</tr>
<tr>
<td>Staff remuneration influences attainment of results</td>
<td>4.05</td>
<td>1.108</td>
</tr>
<tr>
<td>Employee skills and knowledge enhances goal realization</td>
<td>4.55</td>
<td>.504</td>
</tr>
<tr>
<td>Staff competence enhances goals achievement</td>
<td>4.60</td>
<td>.496</td>
</tr>
<tr>
<td>Acknowledging performing employees is necessary to meet set targets</td>
<td>4.63</td>
<td>.490</td>
</tr>
<tr>
<td>Aligning the person to the job facilitates achievement of results</td>
<td>4.63</td>
<td>.490</td>
</tr>
</tbody>
</table>

4.6 Effect of Resource Allocation on Strategy Implementation

4.6.1 Does Resource Allocation Affects Strategy Implementation

The study also set to rate if resource allocation affects strategy implementation. Findings revealed that 58% of respondents agreed that resource allocation affects strategy implementation to a very great extent, 37% to a great extent and 5% at a low extent as shown in Figure 4.8.

![Figure 4.8: Does Resource Allocation Affects Strategy Implementation](image)
4.6.2 Descriptive of Effect of Resource Allocation on Strategy Implementation

The results established that respondents agreed that lack of human resources affects realization of strategic goals 4.35, monitoring resources influences attainment of results 4.30, lack of funding slows down the strategy implementation process 4.23 and innovative IT strategies improve competitiveness 4.15. However respondents also agreed that budgeting influences achievement of goals 3.93, use of budget as an evaluation and control tool ensures meeting of deadlines 3.93, information technology infrastructure facilitates achievement of business objectives 3.88. There was however uncertainty on whether implementation of IT effectively to facilitate strategy implementation 3.13. Respondents also disagreed on accessibility of resources at the organization is not an obstacle 2.73 as shown in Table 4.9.

Table 4.9: Descriptive of Effect of Resource Allocation on Strategy Implementation

<table>
<thead>
<tr>
<th>VARIABLE</th>
<th>MEAN</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accessibility of resources at my organization is not an obstacle</td>
<td>2.73</td>
<td>1.086</td>
</tr>
<tr>
<td>Budgeting influences achievement of goals at my organization</td>
<td>3.93</td>
<td>.859</td>
</tr>
<tr>
<td>Lack of funding slows down the strategy implementation process</td>
<td>4.23</td>
<td>.891</td>
</tr>
<tr>
<td>Lack of human resources affects realization of strategic goals</td>
<td>4.35</td>
<td>.622</td>
</tr>
<tr>
<td>Monitoring resources influences attainment of results</td>
<td>4.30</td>
<td>.723</td>
</tr>
<tr>
<td>Use of budget as an evaluation and control tool ensures meeting of deadlines</td>
<td>3.93</td>
<td>.829</td>
</tr>
<tr>
<td>We have implemented IT effectively to facilitate strategy implementation</td>
<td>3.13</td>
<td>.966</td>
</tr>
<tr>
<td>Innovative IT strategies improve competitiveness</td>
<td>4.15</td>
<td>.580</td>
</tr>
<tr>
<td>Information Technology infrastructure facilitates achievement of business objectives</td>
<td>3.88</td>
<td>.911</td>
</tr>
</tbody>
</table>

4.5.3 Other Factors that Affect Strategy Implementation

To analyze other factors that affect strategy implementation. Findings showed that 8% of respondents stated that strategy implementation is affected by clarity of purpose and goals complex process, organizational tracking of goals in the implementation of the strategy, direct link between staff performance management (rewards and incentives) and strategic goals, staff involvement during the implementation strategy, understanding of the new strategy, good communication of strategic objectives and leadership. It was also revealed
that 5% of respondents stated that strategy implementation is also affected by too much control, culture of collaboration, aligned goal setting and effective monitoring tools, cooperation and unified view of the vision of the organization, understanding of the new strategy and goodwill from all the stakeholders government partners, implementing partners, donors as shown in Table 4.10.

Table 4.10: Other Factors that Affect Strategy Implementation

<table>
<thead>
<tr>
<th>Variable</th>
<th>Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
</tr>
<tr>
<td>Too much control</td>
<td>2</td>
</tr>
<tr>
<td>culture of collaboration</td>
<td>2</td>
</tr>
<tr>
<td>Aligned goal setting and effective monitoring tools</td>
<td>2</td>
</tr>
<tr>
<td>Clarity of purpose and goals</td>
<td>3</td>
</tr>
<tr>
<td>Co-operation and unified view of the organization</td>
<td>2</td>
</tr>
<tr>
<td>Complex process</td>
<td>3</td>
</tr>
<tr>
<td>Organizational tracking of goals in the implementation of the strategy</td>
<td>3</td>
</tr>
<tr>
<td>Direct link between staff performance management (rewards and incentives) and strategic goals</td>
<td>3</td>
</tr>
<tr>
<td>Goodwill from all the stakeholders. Government partners, implementing partners, donors</td>
<td>2</td>
</tr>
<tr>
<td>Staff involvement during the implementation strategy</td>
<td>3</td>
</tr>
<tr>
<td>Understanding of the new strategy</td>
<td>2</td>
</tr>
<tr>
<td>Good communication of strategic objectives</td>
<td>3</td>
</tr>
<tr>
<td>Leadership</td>
<td>3</td>
</tr>
<tr>
<td>Missing</td>
<td>7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>40</strong></td>
</tr>
</tbody>
</table>

4.5.4 Recommendation towards Factors that Affect Successful Strategy Implementation

To analyze recommendation towards factors that affect successful strategy implementation. Findings revealed that 8% of respondents each stated that strategy implementation can be successful if it has clear definition of the goals, clear set priorities and implementation of plan, staff are involved in strategy development process to ensure a clear understanding, there is improved control mechanisms and timely evaluation and reporting, strategies should include income generating activities and it should have skillful planning and implementers should also have the right skill sets to plan the
strategy and mitigate risk factors. It was also revealed that 5% of respondents stated that strategy implementation can be successful if all stakeholders buy into the strategy which should be wholesome and easy to understand, cascading impact and outcomes to staff performance management tools, aligned with organizational cultural, organization develops its own strategy that is understood by those that will implement it, employees are empowered to make more decisions and to get on with implementation and the organization should have a strategy position that drives strategy across the organization as shown in Table 4.11

Table 4.11: Other Factors that Affect Strategy Implementation

<table>
<thead>
<tr>
<th>Variable</th>
<th>Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>All stakeholders need to buy into the strategy which should be wholesome and easy to understand.</td>
<td>2 5</td>
</tr>
<tr>
<td>Cascading impact and outcomes to staff performance management tools</td>
<td>2 5</td>
</tr>
<tr>
<td>Clear definition of the goals</td>
<td>3 8</td>
</tr>
<tr>
<td>Clear set priorities and implementation of plan</td>
<td>3 8</td>
</tr>
<tr>
<td>Cultural alignment</td>
<td>2 5</td>
</tr>
<tr>
<td>Developing own strategy that is understood by those that will implement it</td>
<td>2 5</td>
</tr>
<tr>
<td>Employees should be empowered to make more decisions and to get on with implementation.</td>
<td>2 5</td>
</tr>
<tr>
<td>Involve staff in the strategy development process to ensure a clear understanding.</td>
<td>3 8</td>
</tr>
<tr>
<td>Improved control mechanisms and timely evaluation and reporting</td>
<td>3 8</td>
</tr>
<tr>
<td>Requires skillful planning and implementers to have the right skill sets to plan the strategy and mitigate risk factors</td>
<td>3 8</td>
</tr>
<tr>
<td>Strategies should include income generating activities</td>
<td>3 8</td>
</tr>
<tr>
<td>There is need to have a strategy position that drives strategy across the organization</td>
<td>2 5</td>
</tr>
<tr>
<td>Missing</td>
<td>10 25</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>40 100</strong></td>
</tr>
</tbody>
</table>
4.7. Correlation

4.6.1 Correlation between Factors Affecting and Strategy Implementation

Correlation analysis was done to determine the relationship between factors affecting and strategy implementation. The study revealed that there was a strong positive correlation between leadership and strategy implementation \((r=0.570, p<0.00)\), resource \((r=0.403, p<0.01)\). It was also revealed that there is negative insignificant relationship between competence \((r=-0.164, p>0.312)\) as illustrated in Table 4.12.

Table 4.12: Correlation Analysis

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Pearson Correlation</th>
<th>strategy</th>
<th>leadership</th>
<th>competence</th>
<th>resource</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>1</td>
<td>.570**</td>
<td>-0.164</td>
<td>.403**</td>
</tr>
<tr>
<td>Leadership</td>
<td>Pearson Correlation</td>
<td>.570**</td>
<td>1</td>
<td>.467**</td>
<td>.683**</td>
</tr>
<tr>
<td>Leadership</td>
<td>Sig. (2-tailed)</td>
<td>0.000</td>
<td>0.002</td>
<td>1</td>
<td>0.307</td>
</tr>
<tr>
<td>Competence</td>
<td>Pearson Correlation</td>
<td>-0.164</td>
<td>.467**</td>
<td>1</td>
<td>0.307</td>
</tr>
<tr>
<td>Competence</td>
<td>Sig. (2-tailed)</td>
<td>0.312</td>
<td>0.002</td>
<td>0</td>
<td>0.054</td>
</tr>
<tr>
<td>Resource</td>
<td>Pearson Correlation</td>
<td>.403**</td>
<td>.683**</td>
<td>0.307</td>
<td>1</td>
</tr>
<tr>
<td>Resource</td>
<td>Sig. (2-tailed)</td>
<td>0.01</td>
<td>0</td>
<td>0.054</td>
<td></td>
</tr>
</tbody>
</table>

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

4.8 Regression Analysis

4.8.1 Simple Regression Analysis of Strategy Implementation and leadership

The research analyzed relationship between strategy implementation and leadership. The results showed that the \(R^2\) value was 0.325 hence 32% of the variation in strategy implementation was explained by the variation in leadership as illustrated in Table 4.13.

Table 4.13: Model Summary of Strategy Implementation and leadership

<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>
<th>Change Statistics</th>
<th>df1</th>
<th>df2</th>
<th>Sig. F Change</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>.570*</td>
<td>.325</td>
<td>.307</td>
<td>.39772</td>
<td>.325</td>
<td>18.266</td>
<td>1</td>
<td>38</td>
</tr>
</tbody>
</table>

A. Predictors: (Constant), leadership
An ANOVA analysis was done between strategy implementation and leadership at 95% confidence level, the F critical was 18.266 and the P value was (0.000) therefore significant the results are illustrated below in Table 4.14.

**Table 4.14: ANOVA**

<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>1 Regression</td>
<td>2.889</td>
<td>1</td>
<td>2.889</td>
<td>18.266</td>
<td>.000</td>
</tr>
<tr>
<td>1 Residual</td>
<td>6.011</td>
<td>38</td>
<td>.158</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>8.900</td>
<td>39</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

A. Dependent Variable: Strategy Implementation  
B. Predictors: (Constant), Leadership

The regression equation illustrated that leadership into account strategy implementation improves by increases by 0.371.

\[ Y = \beta_0 + \beta_1 X_1 + \varepsilon \]

\[ Y = 2.584 + 0.371X_1 + 0.087 \]

Where:

- \( Y \) is the dependent variable (strategy implementation);
- \( \beta_0 \) is the regression constant;
- \( \beta_1 \) is the coefficients of leadership
- \( X_1 \) is the leadership; and
- \( \varepsilon \) is the error term.

**Table 4.15: Coefficients of Strategy Implementation and Leadership**

<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>1</td>
<td>(Constant)</td>
<td>2.584</td>
<td>.283</td>
<td>9.139</td>
</tr>
<tr>
<td>1</td>
<td>leadership</td>
<td>.371</td>
<td>.087</td>
<td>.570</td>
</tr>
</tbody>
</table>
The regression equation illustrated in Table 4.15 above has established that taking all factors into account strategy implementation was 2.584. Findings also indicated that with all other variables held at zero, a unit change in leadership would lead to an increase in strategy implementation.

4.8.2 Simple Regression Analysis of Strategy Implementation and Resource

The research analyzed relationship between strategy implementation and resource allocation. The results showed that the R² value was 0.162 hence, 16% of the variation in strategy implementation was explained by the variation in resources as illustrated in Table 4.16.

Table 4.16: Model Summary of Strategy Implementation and Resource

<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>
<th>Change Statistics</th>
<th>F Change</th>
<th>df1</th>
<th>df2</th>
<th>Sig. F Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.403a</td>
<td>.162</td>
<td>.140</td>
<td>.44292</td>
<td>.162</td>
<td>7.368</td>
<td>1</td>
<td>38</td>
<td>.010</td>
</tr>
</tbody>
</table>

A. Predictors: (Constant), Resource
An ANOVA analysis was done between strategy implementation and resource at 95% confidence level, the F critical was 7.368 and the P value was (0.010) therefore significant the results are illustrated below in Table 4.17.

Table 4.17: ANOVAa

<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>1.445</td>
<td>1</td>
<td>1.445</td>
<td>7.368</td>
<td>.010</td>
</tr>
<tr>
<td>Residual</td>
<td>7.455</td>
<td>38</td>
<td>.196</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>8.900</td>
<td>39</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

A. Dependent Variable: Strategy Implementation
B. Predictors: (Constant), Resource
The regression equation illustrated that taking resource allocation into account strategy implementation increases by 0.532.

\[ Y = \beta_0 + \beta_1 X_1 + \varepsilon \]

\[ Y = 1.717 + 0.532X_1 + 0.196 \]
Where:

\( Y \) is the dependent variable (strategy implementation);

\( \beta_0 \) is the regression constant;

\( \beta_1 \) is the coefficients of resource

\( X_1 \) is the resource; and

\( \epsilon \) is the error term.

**Table 4.18: Coefficients of Strategy Implementation and Resource**

<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>1.717</td>
<td>.757</td>
<td></td>
<td>2.269</td>
</tr>
<tr>
<td>resource</td>
<td>.532</td>
<td>.196</td>
<td>.403</td>
<td>2.714</td>
</tr>
</tbody>
</table>

The regression equation illustrated in Table 4.18 above has established that taking all factors into account strategy implementation was 1.717. Findings also indicated that with all other variables held at zero, a unit change in resource would lead to an increase in strategy implementation.

**4.8.3 Multiple regression**

The research analyzed relationship between strategy implementation, resource allocation and leadership. The results showed that the \( R^2 \) value was 0.570 hence, 57% of the variation in strategy implementation was explained by the variation in resources and leadership as illustrated in Table 4.19.

**Table 4.19: Model Summary of Strategy Implementation, Resource Allocation and Leadership**

<table>
<thead>
<tr>
<th>Model</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Change Statistics</th>
<th>F</th>
<th>df1</th>
<th>df2</th>
<th>Sig. F</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.570*</td>
<td>.325</td>
<td>.289</td>
<td>.40294</td>
<td>.325</td>
<td>8.908</td>
<td>2</td>
<td>37</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), resource, leadership
An ANOVA analysis was done between strategy implementation and resource and leadership at 95% confidence level, the F critical was 8.908 and the P value was (0.001) therefore significant, the results are illustrated below in Table 4.20

Table 4.20: ANOVA of Strategy Implementation, Resource Allocation and Leadership

<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>1</td>
<td>Regression</td>
<td>2</td>
<td>1.446</td>
<td>8.908</td>
<td>.001b</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>37</td>
<td>0.162</td>
<td>8.908</td>
<td>.001b</td>
</tr>
<tr>
<td>Total</td>
<td>8.900</td>
<td>39</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

The regression equation illustrated that taking resource allocation and leadership into account strategy implementation increases by 2.488.

\[ Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \epsilon \]

\[ Y = 2.488 + 0.359X_1 + 0.035X_2 + 0.40294 \]

Where:

Y is the dependent variable (strategy implementation);

\( \beta_0 \) is the regression constant;

\( \beta_1 \) is the coefficients of resource

\( \beta_2 \) is the coefficients of leadership

and \( \epsilon \) is the error term.

Table 4.21: Coefficient of Strategy Implementation, Resource Allocation and Leadership

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>2.488</td>
</tr>
<tr>
<td></td>
<td>leadership</td>
<td>.359</td>
</tr>
<tr>
<td></td>
<td>resource</td>
<td>.035</td>
</tr>
</tbody>
</table>
4.9 Chapter Summary

This chapter has discussed results and findings. The chapter has also covered findings on leadership, staff competence and resource. In addition, it has also discussed results based on regression analysis. Chapter five presents discussion, conclusions and recommendations.
CHAPTER FIVE

5.0 DISCUSSION, CONCLUSION AND RECOMMENDATION

5.1 Introduction
This chapter consists of discussion, conclusion and recommendations of the study based on research objectives. It also presents recommendation for further study.

5.2 Summary of the Study
This study seeks to assess the factors that affect strategy implementation at Not for Profit, Company X, East Africa. Specifically, the study examined the factors that affect successful implementation of strategy that included: effect of leadership, staff competence and resource allocation on strategy implementation. The data collected from the study was cleaned, coded and imputed to the Statistical Package for Social Science version 20 for analysis and subjected to quantitative analysis techniques. Descriptive statistics like dispersion, frequencies and cross tabulations was used to analyze quantitative data. The presented findings were subjected to interpretation with the aid of past research findings. The analyzed data was presented using charts and tables. A summary and conclusion of the findings on each objective was presented.

The findings on effect of leadership on strategy implementation revealed that respondents could not reach an agreement on leaders constantly seeking experts'/consultants' advice, leaders encourage employee learning and growth, leaders support and inspire staff to achieve set strategic directions, leaders establish balanced organizational controls internally, leaders motivate employees to achieve set goals, leaders ensure timely approval of budgets, leaders are competent to lead new organization's strategies, leaders ensure proper information flow about strategy implementation. However, respondents disagreed on leaders are innovative towards the organization's new strategies and leaders match rewards with realization of set targets. The study also revealed that there was a strong positive correlation between leadership and strategy implementation ($r=0.570$, $p<0.00$). The research analyzed relationship between strategy implementation and leadership showed that the $R^2$ value was 0.325 hence 32% of the variation in strategy implementation was explained by the variation in leadership.
The findings on the effect of staff competence on strategy implementation revealed that respondents agreed that aligning the person to the job facilitates achievement of results, acknowledging performing employees is necessary to meet set targets, staff competence enhances goals achievement, employee skills and knowledge enhances goal realization, offering rewards enhances realization of goals, training enhances goals achievement and staff remuneration influences attainment of results. Findings also revealed that respondents disagreed that employees are offered training regularly.

The findings on effect of resource allocation on strategy implementation revealed that respondents agreed that lack of human resources affects realization of strategic goals, monitoring resources influences attainment of results, lack of funding slows down the strategy implementation process and innovative IT strategies improve competitiveness. However, respondents could not reach an agreement on whether budgeting influences achievement of goals, use of budget as an evaluation and control tool ensures meeting of deadlines, information technology infrastructure facilitates achievement of business objectives and the organization has implemented IT effectively to facilitate strategy implementation. Respondents also disagreed on accessibility of resources at the organization is not an obstacle. Correlation analysis was done to determine the relationship between factors affecting and strategy implementation and resource allocation and the finding indicated a positive and significant correlation ($r=0.403$, $p<0.01$). The research analyzed relationship between strategy implementation and resource allocation. The results showed that the $R^2$ value was 0.162 hence, 16% of the variation in strategy implementation was explained by the variation in resources.

### 5.3 Discussion

#### 5.3.1 Effect of Leadership on Strategy Implementation

The findings revealed that respondents could not reach an agreement on leaders motivate employees to achieve set goals. According to Prewitt et al. (2011) adds that effective leadership results in the motivation of organizational members, causing increased support for the conveyed strategic vision even if acceptance requires radical change.
According to Nganga (2009), lack of motivation because of low salaries coupled with poor communication was also found to hinder implementations of strategy implementation. The findings are in line with those of Beer and Eisenstat (2006) that vertical communication is an obstacle to successful strategic implementation.

Sharma (2011) posits that it’s the leadership in an organization that focuses people’s efforts in the entire organization towards achieving strategic goals. The study concluded that for an organization to achieve success in strategy implementation, the leadership converts its mission and vision into action and performance. Those at the top management have the responsibility to formulate strategy and see to its implementation by the entire team.

It was revealed that there was uncertainty on leaders encouraging employee learning and growth and leaders support and inspire staff to achieve set strategic directions. In contrast, according to Fertman and Van Liden, (1999) leadership style can be defined as the approach of providing direction, motivating people and achieving objectives. Karmakar and Datta (2015) defined leadership as the process of direction, guidance, and influencing others and establishment of interpersonal relationship for the achievement of the objectives of the organization yielding satisfaction to all. Leadership may be defined as a position held by an individual in a group which provides the opportunity to exercise interpersonal influence on the group members for mobilizing and directing their efforts towards certain goals (Manichander & Manjula, 2016).

There was also uncertainty of leaders having the competence to lead new organization's strategies. According to a study done by Johnson (2014) it was revealed that a manager’s prudent actions are superior to their competencies. The conclusion was that strategic awareness results through assignment of tasks and decision-making power is important than a managers knowledge and additional skills.

Findings showed that respondents were uncertain about leaders ensuring proper information flow about strategy implementation. According to a study done by Oyango (2016) it was noted that strategic leadership role in strategy implementation include shaping effective organizational culture, determination of strategic direction, effective management of organization’s resource portfolio, building an organization, enforcement of ethical compliance, development of short-term objectives and plans, communicating strategy as well as establishment of balanced organizational controls.
Findings showed that respondents disagreed on leaders are innovative towards the organization's new strategies. In contrast according to Trmal, Bustamam and Mohamed (2015) to increase the organizational performance a leader must have the ability to promote creativity and innovation, stimulate the employees to challenge their own value systems and improve their individual performance.

The study also revealed that there was a strong positive correlation between leadership and strategy implementation. Sharma (2011) posits that it’s the leadership in an organization that focuses people’s efforts in the entire organization towards achieving strategic goals. The study concluded that for an organization to achieve success in strategy implementation, the leadership converts its mission and vision into action and performance. Lindsay (2010) asserts that decision making in big organizations can be a source of hindrance to dynamic response to disruptive innovations although this observation is not universal across different cultural and organizational barriers.

**5.3.2 Effect of Staff Competence on Strategy Implementation**

It was revealed that respondents agreed that aligning the person to the job facilitates achievement of results. This is in line with Bossidy (2012), who stated that hiring of staff with competencies aligned to the strategy process is key and should be done across the difference departments and functions up to chief executive level. Employees must be competent; there must be a framework in place to ensure that proper selections are made at recruitment and that organizations must employ a complete management philosophy for strategy to be successfully implemented and for organizations to beat competition from other industry players.

Findings revealed that respondents agreed that staff competence enhances goals achievement. Similar to Bossidy (2012) states that employees must be competent, there must be a framework in place to ensure that proper selections are made at recruitment and that organizations must employ a complete management philosophy for strategy to be successfully implemented and for organizations to beat competition from other industry players.

A study on strategy implementation in Iranian instruction institutes, established that staff competence alone are not enough to ensure successful strategy implementation. Other
issues like motivation, reward systems, job insecurity and lack of expertise among mother can negatively affect strategy implementation (Lankeu, 2012).

It was revealed that respondents agreed that offering rewards enhances realization of goals and staff remuneration influences attainment of results. According to Shahzad et al. (2008) in Pakistan found that rewards practices motivated university teachers in university making the strategy implementation smooth and effective. Iran, Roya et al. (2011) also revealed that compensation practices led to fulfilment of psychological contract making teachers more committed to their work. In Spain, 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.

Findings showed that respondents agreed that training enhances goals achievement. According to a study done by Gatimu (2016), it was revealed that bank has been able to overcome some of the challenges they faced and are still facing when implementing the strategies they have chosen by undertaking intensive and extensive training of its employees to equip them with the right skills and knowledge that will.

Findings revealed that respondents disagreed that employees are offered training regularly. According to a study done by Ngeche (2017) findings reveal that organization rarely undertake competence evaluation and analysis of the competence level of the employees revealed that a majority believed it was not very competent, while others claimed they needed training.

5.3.3 Effect of Resource Allocation on Strategy Implementation

Findings showed that respondents agreed that lack of human resources affects realization of strategic goals. This is in line with J, (2010) state that lack of human factor is the sole impediment to strategy implementation failure and that the lack of awareness by managers that employees play a vital role in strategy success. Thus, the absence of employees on board would definitely result into strategy failure. Boukendour (2014) asserts that human capital plays an essential part in the effective implementation of a strategy.
It was revealed that respondents agreed monitoring resources influences attainment of results. According to a study done by Ndegwah (2014) it was revealed that resources allocation Managerial skills, Institutional policies, and Rewards/Incentives greatly affected strategy implementation. Proper management of these factors had a great influence on strategy implementation among secondary schools in the study area.

Findings revealed that respondents agreed that lack of funding slows down the strategy implementation process. Similar to this statement according to Pella, (2013), the lack of sufficient resource allocation emerged as one of the major problems inhibiting the implementation strategy. Top management was perceived as not providing strong financial support for achievement of corporate strategy. Financial support and other resources were perceived to be inadequate to support the implementation of strategy. The problem was caused by lack of funds or resource allocation to support strategy and lack of adequate facilities and infrastructure to implement strategies. Respondents noted that lack of supporting funding or budget may prevent the smoothness of the program and activities related to the company’s strategy.

Findings showed that respondents agreed that innovative IT strategies improve competitiveness. This is in line with a study done by Ngeche (2017) on internal factors influencing strategy implementation in the banking sector at Chase bank. It was revealed that Chase bank had a budget for strategy implementation although a majority stated that resource allocation towards strategy implementation needed improvement. Leadership commitment and monitoring resources influences attainment of results and innovative IT strategies and e-business improve competitiveness.

It was revealed that respondents could not reach an agreement on budgeting influences achievement of goals. According to Kihm, (2011), posits that budget targets in strategy implementation can be understood as financial forecasts or estimates of potential future outcomes that have been agreed on by the organization’s management team. Budgeting and budget management is an important factor in the successful implementation of a strategy (Nabwire, 2014).

The organizations budget should reinforce its strategic plan. In periods when there are declining resources, it is critical to have a budget that is tight to see through strategy implementation so as to ensure that shortfalls do not hinder strategy implementation (Schmidt, 2013).
Findings revealed that respondents could not reach an agreement on implemented IT effectively to facilitate strategy implementation and Information Technology infrastructure facilitates achievement of business objectives. According to Kepha (2013) observed that availability of technology facilitates implementation of strategy. Technology gives organizations very important and valuable assistance in formulating, implementing and monitoring new policies, initiatives and procedures. Strategy implementation is an expensive exercise in any organization. It requires finance to implement the strategic plan.

It was revealed that respondents disagreed that Accessibility of resources at my organization is not an obstacle. According to Kiraithe (2011) found out that lack of adequate financial resources has been an obstacle to the implementation of strategic plans. Finance is necessary for the implementation of new plans so as to procure services, buy equipment and facilities required to implement an organizations strategy.

Correlation analysis was done to determine the relationship between factors affecting and strategy implementation and resource allocation and the finding indicated a positive and significant correlation between the variables. Similar findings were reported by Ngeche (2017) study to investigate strategy implementation at Chase bank, it was revealed that resource allocation can affect successful implementation of management decisions and initiatives and past studies have established that poor resource allocation is one of the major reasons that strategy implementations fail.

5.4 Conclusions

5.4.1 Effect of Leadership on Strategy Implementation

Strategy implementation is affected by leadership however; leaders do not seek advice while implementing strategy, leaders do not encourage employee learning and growth, employees are not inspired to achieve their goals and objectives, leaders are not innovative when developing new strategies and do not offer budgets at the required time.

5.4.2 Effect of Effect of Staff Competence on Strategy Implementation

Staff competency affects strategy implementation, not for profit organizations are able to align employees to their jobs hence, giving them an opportunity to reach their goals. In
addition, employees are offered remuneration and rewards which motivated them to increase their performance.

5.4.3 Effect of Resource Allocation on Strategy Implementation

Strategic goals are negatively affected due to lack of human resource, lack of funding, access resources, lack of properly implemented budget and not using budget as an evaluation and control tool. Use of IT helps a company to be more competitive. The results established that respondents agreed that lack of human resources affects

5.5 Recommendation

5.5.1 Recommendation for Improvement

5.5.1.1 Effect of Leadership on Strategy Implementation

Not for profit companies can implement strategy successfully implemented by ensuring that they have leaders who are able to shape, regulate, control and change the attitudes, behavior and performance of the employees by motivating and inspiring them to achieve their goals. In addition leaders should also be able to set strategic directions and ensure proper information flow about strategy implementation.

5.5.1.2 Effect of Leadership on Strategy Implementation

There is a need to increase employee’s remuneration and offer employees training. Through this, not for profit organizations will be able to increase employee’s skills and knowledge and ensure employees achieve their goals and objective.

5.5.1.3 Effect of Leadership on Strategy Implementation

The study recommends that not for profit organization should develop use of information technology. Through this they will be able to implementing and monitoring new policies, initiatives and procedures. In addition they should also develop proper budget that will enable access to finance, achievement of goals and easy implementation of strategy.

5.5.2 Recommendations for Further Studies

The objective of the study was to investigate the factors affecting successful strategy implementation. The study was done on organizations that are not for profit therefore,
there is a need to conduct further study to determine other factors that might affect successful strategy implementation in other organizations.
REFERENCES


Nijkamp, Y. (2016). *Leadership styles and strategy process research: A study of Dutch small and medium-sized enterprises*. Published Thesis at University of Twente.


Randy et al. (2002). *Strategic management: Formulation, implementation, and control.* Chicago, IL: Irwin.


APPENDICES
APPENDIX I: INTRODUCTION LETTER

Kevin Jacoyange,
P.O Box 14634-00800,
Nairobi, Kenya
07th February 2018.
Dear Respondent,

RE: DATA COLLECTION

I am a student at United States International University (USIU) currently undertaking a research study to fulfill the requirements of the Award of Master of Science in Organizational Development on the factors affecting successful strategy implementation, a case study of Not for Profit, Company X, East Africa, Kenya. I would appreciate your participation as you have been selected to participate in this study by answering all the questions truthfully and completely. The responses will be treated with extreme confidentiality and privacy as they will be used solely for this study. This study will only be used for academic research. Kindly spare a few minutes to complete the questionnaire attached.

Thank you in advance for your co-operation.

Yours Faithfully,

Kevin Jacoyange,
Researcher
APPENDIX II: STRUCTURED QUESTIONNAIRE

Questionnaire Number

Instructions: Kindly complete the following questionnaire using the instructions provided for each set of question. Tick appropriately.

PART A: Respondent’s Background Information

1. What is your gender?
   [ ] Male  [ ] Female

2. In which of the following age brackets does your age fall?
   [   ] 20-30 years  [   ] 31-40 years  [   ] 41-50 years  [   ] 51 years and above

3. What is your education level (state the highest level)
   [   ] Certificate  [   ] Diploma  [   ] Undergraduate  
   [   ] Post Graduate  [   ] PhD  [   ] Other _______________

4. What is your career orientation?
   Accounting  [   ]  Information Technology  [   ]  
   Business Management  [   ]  Engineering  [   ]  
   Finance  [   ]  Marketing  [   ]  
   Procurement  [   ]  Human Resource  [   ]  
   Other  (Specify)

5. How long have you worked with the organization?
   Below 2 years  [   ]  2 to 4 years  [   ]  
   5 to 7 years  [   ]  8 to 10 years  [   ]  
   More than 10 years  [   ]

6. What is your current position?
   Staff  [   ]  
   Management  [   ]  
   Partners  [   ]  
   Donors  [   ]
PART B: Effect of leadership on strategy implementation at Not for Profit, Company X, East Africa

7. In your opinion, does leadership affect strategy implementation at Not for Profit, Company X, East Africa?
   [ ] Yes  [ ] No
   To what extent
   [ ] To a great extent  [ ] To a moderate extent  [ ] To a low extent

8. To what extent do you agree to the following in regard to leadership on strategy implementation at Not for Profit, Company X, East Africa? Indicate your response based on a 5-point scale by using a tick (✓) or X to mark the applicable box.

<table>
<thead>
<tr>
<th>Leadership</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>My leaders motivate employees to achieve set goals</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My leaders support and inspire to achieve set strategic directions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My leaders establish balance organizational controls internally</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My leaders match rewards with realization of set financial targets</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My leaders are innovative towards organization's new strategies</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My leaders are competent towards new organization's strategies</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My leaders constantly seek experts'/consultants' advice</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My leaders encourage employee learning and growth</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My leaders ensure timely approval of budgets</td>
<td></td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>My leaders ensure proper information flow over strategies</td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>
PART C: Effect of staff competence on strategy implementation at Not for Profit, Company X, East Africa

9. In your opinion, does staff competence affect strategy implementation at Not for Profit, Company X, East Africa?

[ ] Yes [ ] No

To what extent

[ ] To a great extent [ ] To a moderate extent [ ] To a low extent

10. To what extent do you agree to the following in regard to staff competence on strategy implementation at Not for Profit, Company X, East Africa? Indicate your response based on a 5-point scale by using a tick (✓) or X to mark the applicable box.

<table>
<thead>
<tr>
<th>Staff competence</th>
<th>Strongly Disagree (1)</th>
<th>Disagree (2)</th>
<th>Neutral (3)</th>
<th>Agree (4)</th>
<th>Strongly Agree (5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>The employees are offered training regularly</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Training enhances goals achievement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Offering rewards facilitates realization of goals</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff remuneration influences attainment of results</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Employee skills and knowledge enhances goal realization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff competence enhances goals achievement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Acknowledging employees is necessary to meet set target</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aligning the person to the job facilitates achievement of results</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
PART D: Effect of resource allocation on strategy implementation at Not for Profit, Company X, East Africa

11. In your opinion, does resource allocation affect strategy implementation at Not for Profit, Company X, East Africa?

[ ] Yes  [ ] No

To what extent

[ ] To a great extent  [ ] To a moderate extent  [ ] To a low extent

12. To what extent do you agree to the following in regard to resource allocation on strategy implementation at Not for Profit, Company X, East Africa? Indicate your response based on a 5-point scale by using a tick (✓) or X to mark the applicable box.

<table>
<thead>
<tr>
<th>Resource allocation</th>
<th>Strongly Disagree (1)</th>
<th>Disagree (2)</th>
<th>Neutral (3)</th>
<th>Agree (4)</th>
<th>Strongly Agree (5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accessibility Of Resources in the company is not an obstacle</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Budgeting influences achievement of goals</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lack of funding slows down the implementation process</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lack of human resources affects realization of goals</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Monitoring resources influences attainment of results</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Use of budget as an evaluation and control tool ensures meeting of deadlines</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>We have implemented IT effectively to facilitate strategy implementation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Innovative IT strategies and e-business improve competitiveness</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Information Technology infrastructure facilitates achievement of business objectives</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
13. What other factors may affect successful strategy implementation at Not for Profit, Company X, East Africa?

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

14. Please give suggestions/recommendations towards factors affecting successful strategy implementation at Not for Profit, Company X, East Africa.

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

THANK YOU FOR YOUR TIME AND COOPERATION!!