FACTORS THAT AFFECT IMPLEMENTATION OF STRATEGIC PLANS IN ORGANIZATIONS IN KENYA: A CASE OF KCB BANK KENYA

BY

SUSAN KIMANI

UNITED STATES INTERNATIONAL UNIVERSITY - AFRICA

SUMMER 2018

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A Research Project Report Submitted to the Chandaria School of Business in Partial Fulfillment of the Requirement for the Degree in Master of Business Administration (MBA)

UNITED STATES INTERNATIONAL UNIVERSITY - AFRICA

SUMMER 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: ______________________**

Susan Kimani (ID 607701)

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

Signed: _________________________ **Date: ______________________**

Dr. Peter N. Kiriri

Signed: ________________________ **Date: _____________________**

Dean, Chandaria School of Business

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ABSTRACT

The purpose of the study was to demystify the factors that affect implementation of strategic plans in KCB Bank Kenya. The backbone of the study was steered by the following research questions: Does the role that the leadership of KCB Kenya play have an effect on implementation of its strategic plans? How does resource allocation in KCB Kenya affect the implementation of its strategic plans? To what extent does the organizational culture of KCB Kenya affect the implementation of its strategic plans?

This study adopted the descriptive research design. The descriptive study was used to examine the relationship between leadership, resources allocation as well as organizational culture and effective strategy implementation. The target population for this study was 1300 members of staff working at KCB Bank Kenya. The study used stratified simple random sampling technique. The sample size of the study was 308 respondents based on a formula provided by Yamane (1967) to calculate sample sizes. Primary data was gathered by use of questionnaires administered to the 308 respondents. Thereafter, data preparation was done through data clean up, editing and coding data. Following shortly was data analysis by use of descriptive statistics techniques; data was entered into the data analysis tools namely SPSS and Microsoft Excel to derive frequencies, percentages and regressions. Subsequently, data was presented in form of tables and figures after major findings.

Findings reveal that a majority of respondents highly agreed that Leadership in the organization encouraged employees to actively participate in the implementation of strategy in the organization. With regard to Resource Allocation, majority of respondents affirmed to the ability for the organization to integrate, build, and reconfigure its resources to match the constantly changing organizational needs was important. Moreover, information technology infrastructure facilitated achievement of business objectives and funds allocation enhanced achievement of sufficient results. In as far as Organizational Culture is concerned, a majority of respondents highly affirmed that there was strong alignment between employee attitudes and strategic goals and objectives. Lastly, employees at all levels firmly understood their individual and inter-dependent roles in attaining the corporate vision.

The study concludes that Resource Allocation has a strong, positive and significant effect on Strategic Implementation in the study area. To this end, a majority are observed funds allocation enhances achievement of sufficient results and that budgeting influenced achievement of goals. Further the study concludes that leadership improved employees' performance and expedites strategy implementation. Information technology infrastructure facilitated achievement of business objectives and that the organization had the ability to integrate, build, and reconfigure its resources to match the constantly changing organizational needs. Last but not least, organization shows respect for a diverse range of opinions, ideas and people and the organization had missions and visions statement which they stuck to all the time.

The study recommends adoption of a horizontal communication channel by the organization in conveying information on the implementation of strategies. This enhances turnaround time in strategic implementation schedules in that the strategy implementation information reaches all the stakeholders at the same time. Further the study recommends regular and frequent software updates to prevent loss of information and delays in strategy implementation cascades. Manual opening of accounts, depositing and withdrawing should be done away with and only retained as an option for exceptional cases which would be determined on a case by case basis. Increased technical support and partnering with stakeholders such as cyber cafes would cater for those bank customers with little internet knowledge and limited internet connectivity. The study also recommends that autonomy to be encouraged during the implementation process. This will ensure that the employees use their expertise to make decisions which does not necessary require management approval and the process becomes continuous all through.

ACKNOWLEDGEMENT

Special thanks to my supervisor Dr. Peter Kiriri for his advice, direction encouragement and patience throughout the project.

DEDICATION

This project is dedicated to my beloved family, for their endless encouragement and support. The values and virtues of hard work, love, determination, perseverance shared and instilled have been my guiding light throughout the project.

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LIST OF ACCRONYMS AND ABBREVIATIONS

CBD - Central Business Unit

CBK - Central Bank of Kenya

KBA - Kenya Bankers Association

KCB - Kenya Commercial Bank

RBV - Resource Based View

SPSS - Statistical package for Social Sciences

CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study

Owing to strong conviction that business environments have become too dynamic, complex, and hostile, strategic management, now more than ever, has become essential in order to realize business objectives. Strategy is indeed significant since it revolves around the overall identity, direction, future trajectory, as well as evolution of an organization.

Pearce and Robinson (2017) reckon that in order to fulfillment of a blueprint, the strategy need to be transformed well though actions plan. The plan should be translated into daily activities guidelines for the workforce. The firm and the strategy must become one; the strategy must be reflected in the way the firm organizes its activities and the culture of the organization and the managers must put into place steering controls that provide strategic mechanisms and versatility to the engagements. When strategic planning arrived on the scene in the mid-1960s, leaders in the business arena accepted it as “the one best way” to develop and implement strategies in a bid to be competitive (Mintzberg, 1994). Chandler (1962) and Ansoff (1965) strategic planning voices were dominant in the 1960s. These authors had a long-term outlook on strategy, forecast, and control mechanisms.

The implementation of strategic plans have been overlooked for decades. From mid-1990s, planning intellectuals have granted extensive consideration to defining the attributes of plans as well as their evaluation. However, few inquiries have given focus on the impact of the plan and the implementation processes that yield action as a result of planning (Berke, Backhurst, Day, Ericksen & Dixon, 2006). For a strategic plan implementation process to be effective, of a well-conceived mission statement, environmental awareness, strategy formulation, strategy implementation as well as strategy evaluation and control should be developed (Ralph, 2006).

Subsequent to the thrilling and ingenious way of forming a fresh plot for the organization, management every so often feels overwhelmed when it comes to the implementation of their well thought out intricate and new strategy. A question of how they can move from well laid out plans for success in the future to activities and engagements that will actually create this successful goal for the organization (Buul, 2010). This is key to performance because strategies are not worthwhile unless they are implemented properly (Raps, 2009).

According to Raps and Kauffman (2005), an unsatisfying low success rate (only 10 to 30 percent) of intended strategies serves best to illustrate the challenges of strategy implementation. The key objectives are somehow lost as the strategic objectives are moved into implementation and the initial momentum vanishes earlier than the expected benefits are met. Patience, stamina and energy should play a pivotal role in successful implementation of strategic plans as well as an integrative view of the implementation process

According to Shah (2012), performance of the organization is not only measured by how sound formulated strategies are, but also how well implementation is carried out. Indeed, the most tastefully perceived, accurately generated strategy is practically insignificant without successful implementation. Even though strategy creation and implementation are firmly intertwined functions, the implementation of the strategy is the most complex and laborious portion of strategic management. Implementation is riveted in all aspects of management and has cross functional relations within the organization. Kotter (2012) reckons that seventy percent of all implementation processes fail because of the firm lacking internal set up and ignoring a holistic approach in the change process, throughout the three decades of research. Likewise, Miller (2012) argued that 70 percent of organizations are not able to implement their new strategies.

Rajasekar (2014) proposed seven factors that affect implementation strategy. It captured structure of the organization, organizational culture, styles of leadership, information accessibility and precision, use of apt technology and ambiguity as influences that affect strategy implementation. In the United States, Romney (1996) analyzed studies conducted on strategic plan implementation process. Most variables were interconnected with the strategic plan implementation process. They included consensus building, flow of information, cohesiveness of the group, control mechanisms and undertaking risk. As well, a study by Porter and Harper (2003) in the United States contended that managers, employees, and institutional infrastructure must be brought together in a way that ends in a high level of implementation capability, which when met will offer an organization a core competence.

In the Middle East, findings involving a case Study of Pharmaceutical Companies, in a bid to find out factors affecting strategy implementation concluded that company management must ensure that there is a supportive structure during implementation stage. Rewards and compensation as well as organizational structure alignment were also key. The results also showed there was minimal variances of the factors which affect the implementation process, between Middle East countries as developing countries Vis a Vis developed countries (Obeidat, Al-Hadidi & Tarhini, 2016).

Awino (2002) identified that the challenges areas affecting successful strategy implementation include insufficient information and communication systems; lack of coordination between structure and strategy and failure to inculcate new skills. He identified most challenges as concerning linking strategy formulation with implementation, availability of resources and creating a strategy supportive culture among others. Many challenges can be avoided if strategy development is coupled with implementation (Musyoka, 2011). All these studies go a long way to exhibit the significance that should be bestowed on matters concerning implementation of strategic plans to enable an organization achieve its set goals and objectives.

Banking industry in Kenya improves itself majorly by the relatively insular processes of transformation, re-branding and business process redesign. The aim of these processes has been generally to create a customer-focused approach. There are 43 banks registered in Kenya as at August 2016; they are grouped into tier I, II and III. The tier parameters are based on the assets held by a bank. Tier I banks have an asset base of over 25 billion Kenya shillings, tier II has 6 - 24.9 billion Kenya shillings while those with assets below 6 billion belong to Tier III (Bankelele, 2016).

KCB Bank Kenya's asset base stands at Kshs. 520B as at June 2017 according to KCB Group (2017). It is therefore categorized under tier I banks. It is a financial institution in Kenya that is part of KCB Group Limited, a holding company that oversees KCB Bank Kenya as well as KCB's subsidiaries in Tanzania, Uganda, Burundi, Rwanda, South Sudan and Ethiopia. It also possesses KCB Foundation, Insurance, KCB Capital and KCB Agency. KCB Bank Kenya Bank Kenya controls approximately 80% of the entire Group's operations. KCB Kenya has a footprint of 200 branches across the country (KCB Group, 2017).

1.2 Statement of the Problem

Strategy implementation has only recently begun to receive research attention as compared to that of strategy formulation. The literature points to the importance of managerial action-taking in the implementation of strategies. Beyond acknowledging the pivotal role of the manager, little else about implementation seems generally accepted. In fact, the literature does not make clear what factors hinder the implementation of strategies and what factors make them work effectively (Alexander, 1985 & Nutt, 1986).

McNamara (2013) observes that a frequent complaint about the strategic planning process is that it produces a document that ends up collecting dust on a shelf – the organization ignores or fails to make good use of the precious information depicted in the strategic planning document. Recently much has been written about the need to keep strategic plans relevant. The plan should not be left dust on the shelf. If no one refers to the plan after it is completed, then it's hardly serving as a "strategic" guide, it is more advisable to revisit the plan periodically, making adjustments, adapting the plan and the nonprofit's strategic priorities as circumstances change (McNamara, 2013).

Many reviews have been conducted on the factors that affect implementation of strategic plans Kenyan public corporations. Kandie (2001) for instance did a yet to be published strategic planning responses by Telkom Kenya Ltd in a competitive environment and found out that although Telkom Kenya has responded to its environment, financial constraints and lack of managerial empowerment considerably limited the organization's capacity to respond. Likewise, Kiptugen (2003) researched on effective strategic responses by Kenya Commercial Bank to a changing competitive environment and established that Kenya Commercial Bank responded to its changing competitive environment through restructuring, marketing, embracing information technology and culture change. This therefore encourages research at the level of the strategic implementation if outcomes are to be meaningfully evaluated. This study was thus an attempt to do this by examining KCB Kenya to explore the factors that affect implementation of strategic plans in Kenyan public corporations.

1.3 Purpose of the Study

The purpose of this study was to explore the factors that affect implementation of strategic plans in KCB Bank Kenya.

1.4 Research Questions

1.4.1. Does the role that the leadership of KCB Kenya play have an effect on implementation of its strategic plans?

1.4.2. How does resource allocation in KCB Kenya affect the implementation of its strategic plans?

1.4.3. To what extent does the organizational culture of KCB Kenya affect the implementation of its strategic plans?

1.5 Significance of the Study

1.5.1. KCB Group

Findings of this study are particularly useful in not only KCB Kenya but also the entire KCB Group. They would help the organization understand the factors that affect the implementation of strategic plans and how to apply them. This will assist in policies formulation and on how to successfully implement their strategies as well as how they could purpose to mitigate the challenges facing it to enable evaluation of the outcomes meaningfully.

1.5.2. Stakeholders, Financiers and Investors

The study will in addition to be useful to this group in formulating and planning areas of intervention and support. Information on the use of financial resources and their influence on the growth of banking institutions' wealth is valuable in warranting sensible investment and efficiency in the running of the banking in customers' savings. This may also improve efficiency in financial institutions' wealth which may lead to investors' confidence and trust in the societies and hence increased share contribution. As a consequence, organizations may be on the right track in the achievement of their goals as stipulated in their official and policy documents.

1.5.3. Banking Institutions

Through this study leaders and managers in banking institutions may learn and make responsible strategy implementation plans. The findings may be used as a way of maintaining or improving service delivery and efficiency in banking institutions. Banks may adopt these practices expecting to improve the effectiveness and efficiency of firms and amass benefits.

1.5.4. Existing and Future Institutions

Besides, the study will provide additional knowledge to existing and future institutions on possible factors that could affect implementation of their well formulated strategic plans. Findings of the study are particularly useful in providing additional knowledge to existing and future institutions on issues that affect strategic implementation thus expanding their knowledge base also identify areas of further study.

1.5.5. Kenya Bankers Association

This institution under which KCB Kenya is associated with could use the study to arrive and policy decisions that are implementation oriented as part of objectives to bring harmony to the banking industry.

1.5.6. Central Bank of Kenya (CBK)

Further, the Central Bank of Kenya (CBK) the regulator, could focus on policy decisions that are meant to facilitate and sustain high organizational performance and good governance. The study is in strengthening policy considerations in this sector. Such policy improvement may be significant in improving the guidelines on how to improve the performance and effectiveness of financial institutions in an effort to enhance their efficiency for the benefit of the clientele base.

1.5.7. The Government

The government could also borrow a leaf from the study to assist organizational and national resources thereby benefiting corporations and societies in the future. The findings of this study will help in enlightening the key decision makers in the government on the effect of other determinants in strategic implementation.

1.5.8. Researchers and Academicians

Finally, the study will shed more light on to potential and current scholars on strategy implementation in Kenya. This will expand their knowledge on strategy identify areas of further study. The study may open opportunities for further research in the area of banking institutions. The study findings propose some financial practice to the organizations. It is a source of reference material for future researchers on other related topics; it will also help other academicians who undertake the same topic in their studies. The study will also highlight other important relationships that require further research.

1.6 Scope of the Study

KCB Kenya was the only focus; its six subsidiaries spread across East Africa was not part of the study. KCB Kenya was domiciled within. In addition other banking and non-banking institutions were not included. The organization was domiciled within Nairobi CBD.

The study delved the leadership, resource allocation and organization culture, as the factors that affect strategy implementation. Moreover, the study population was drawn from KCB Kenya and consisted top leadership, senior management, middle level management and assistant managers. The researcher conducted this study between January 2018 and April 2018.

1.7 Definition of Terms

1.7.1 Strategy

Strategy can be defined as the equilibrium of actions and decision making between in-house competences and external environment of a firm. In view of that, strategy can be viewed as a pattern, play plan and perspective position (Johnson and Scholes, 2012).

1.7.2 Strategy Formulation

Strategy formulation is concerned with determining the future direction of the firm by designing appropriate strategies (Shah, 2005).

1.7.3 Strategy Implementation

Strategic implementation is concerned with effecting the chosen strategy for the organization that is, putting the strategy into practice (Finkelstein, Hambrick & Cannella, 2014).

1.7.4 Strategic Management

According to Pearce and Robinson (2017) strategic management is the set of decisions and actions resulting in formulation and implementation of strategies designed to achieve the objectives of an organization.

1.7.5 Organizational Culture

Organizational culture has been defined as the basic beliefs commonly-held and learned by a group, that govern the group members' perceptions, thoughts, feelings and actions, and that are typical for the group as a whole (Sackmann, 2013).

1.8 Chapter Summary

Chapter one reviewed issues on factors that affect implementation of strategic plans. More specifically the chapter questions whether active involvement of top leadership, allocation of resources and organizational culture have an effect on successful implementation of strategic plans. Reference is made to a case of KCB Kenya. In the following chapter two, a literature review on the factors that influence strategy implementation. It will discuss existing literature comprehensively and provide a firm theoretical backdrop of the study. Chapter three will provide the methodology used in this study. Thereafter, chapter four will focus on results and findings from the research while chapter five will concentrate on discussion, conclusion and recommendations.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter explores the literature review on various intellectuals on factors that affect implementation of strategic plans, a case of KCB Kenya. In this chapter, the reader will be taken through a review of literature related to the identified research questions, as follows; does the role that the leadership of KCB Kenya play have an effect on implementation of its strategic plans? How does resource allocation in KCB Kenya affect the implementation of its strategic plans? As well as to what extent does the organizational culture of KCB Kenya affect the implementation of its strategic plans?

2.2 Effect of Leadership on Implementation of Strategic plans

According to Espy (2012), leadership theories emphasize leaders' traits, behavior (what a leader truly does), the power effect approach (the extent and nature of power and how it is applied), the situation and/or a combination thereof. Leadership theories applied during the early days were universal in nature, i.e. were applicable in almost all types of situation, whereas the emergence of the contingency theories of leadership suggests that certain aspects of leadership apply to some situation but not others. Several theories concerning leadership style have focused mainly on authoritarian styles against Democratic ones and people orientation versus task orientation (Lehner, 2014).

The behavioral approach theory examines the type of leadership behavior, which stimulates the performance, and enthusiasm of the staff. The path-goal model also called the path-goal theory of leader effectiveness is commonly referred to as a path-goal theory. This is a theory of leadership put forth by Robert House in 1971. According to the theory, the behavior of a leader is conditioned on the motivation, satisfaction, and performance of his/her subordinates (Girma, 2016). The implication of this is that a leader influences the performance of the subordinate by determining the behaviors (paths) that will result in desired rewards.

In addition, Situational Leadership Model looks at the willingness of the followers to achieve a particular task. According to Fielder's theory, a leader is predisposed to a given set of leadership behaviors. A leader may be either task oriented or relationship oriented. A Task-oriented leader is a directive, structure situational; sets a time limit and develops task assignments. A relationship-oriented leader focuses on people and creates a positive social interaction (Williams, 2015).

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

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

2.2.1 Types of Leadership Styles

The type of leadership style determines how individuals will behave and how the organization will perform. Leadership style is defined as a manner in which leaders provide directions, plans implementation, and motivate different people. In every organization, leadership style is crucial for the management strategies (Byars, 2014).

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

Leadership can be learned, and power can be developed, but in order to be an effective leader, one must be able to distinguish from the various forms of power and select the one most in line with his or her character traits, leadership style and working environment. There are many ways to lead and every leader has own style

2.2.1.1 Transformational and Transactional Leadership

Transformational leadership is the type where leaders and subordinates help one another grow to higher levels of motivation and morality (Kalshoven, DenHartog & DeHoogh, 2013). Here, the organization does not majorly rely on its leader but relies on every individual including the lowest level employee. Leaders can listen and borrow ideas from their subordinates while the same happens to the employees (Adeniyi, 2016). Transformational leadership emphasizes on team building, motivating workers and collaborating with them at different organization levels to bring about change for the better. Transformational leaders are always aimed at managing their company's daily operations and taking it to the next performance and success level. They achieve this by setting goals and incentives that push their assistants to higher levels of performance and thus, the leaders provide an opportunity for individual and professional growth for every employee (Adeniyi, 2016).

The leaders are most concerned about the followers' needs to use an exceptional form of influence, and assist the followers in obtaining fullest potential (Tomkins& Simpson, 2015). A transformational leadership style minimizes the rate of employees' turnover. Leaders who embrace this kind of leadership are able to retain employees for a long time. Every employee would like to work in a free environment where they are free to offer their views and ideas. Therefore, no one will easily leave the job and hence, reduce the rate of turnover, which minimizes expenditure associated with hiring (Cameron, DeGraff & Thakor, 2014). According to Adeniyi (2016), this type of leadership style enables employees to realize and make use of their full potential. As a result, employees become more productive in performing the assigned duties and responsibilities and hence contributing to the attainment of the set goals and objectives.

In addition, they are able to identify the weaknesses of a particular employee and use them to build up their strengths for effectiveness. As a result, transformative leaders are the most successful ones, especially in large and multinational organizations (Thompson & Strickland, 2014). In contrast, transactional leadership style is mostly concerned with the maintenance of the normal operations' flow. It is concerned with the basic process of management such as planning, organizing, coordinating and staffing. The transactional leader uses a punitive control and incentives in motivating employees to perform their level best. Transactional leaders focus on supervision, organization, and group performance. Their concern is about the day-to-day control of the workers (Armstrong & Taylor, 2014). These leaders, therefore, lead strategically in their different positions aimed at achieving particular company's set goals and ensuring employees' satisfaction.

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

Transactional leadership involves offering rewards to others in return for compliance. Transactional leaders focus on management tasks and do not identify shared values of a team. Despite these the rewards can have a positive effect on followers' satisfaction and performance.

Transactional leadership discourages creativity since the management is tasked with making all critical decisions leaving no room for employees to contribute concerning thoughts and ideas and having them nod to everything as instructed by their leaders. This denies employees a chance to participate in major issues and as a result, the organization does not promote creativity and innovation amongst the employees (Thompson & Strickland, 2014). It should also be noted that employees, in most cases, are the ones in possession of sufficient knowledge concerning the client's need. They know areas that need improvement since they are the ones spending much time on the ground. However, the transaction leadership style does not allow this.

In addition, the transactional leadership style does not encourage accountability amongst employees (Chemers, 2014). Given that all the basic and important decisions are left in the hands of management, under the transactional leadership, employees are rendered less accountable and as a result, are discouraged by the failure of management to recognize their efforts.

2.2.2 Effect of Leadership Style on Strategy Implementation

Even though there is little literature focusing on hospitality industry pertaining the effect of leadership style and organizational structure on strategy implementation, much-related literature especially covering other sectors exist. (Feng, Yuan& Di, 2010) surveyed 101 teams with each team having a team leader and a total of 497 team members. All these respondents came from one of a Chinese's large multinational company. The estimation based on the hierarchical linear model found out a positive correlation between individual psychological empowerment and creative performance.

Quantitative primary data was collected using both open and closed ended questionnaires on 354 SMEs selected by stratified random sampling from 4531 SMEs in Nairobi, Kenya. Multivariate regression results revealed that the highest effect on strategy implementation came from autocratic leadership, followed by Democratic leadership and finally laissez faire. This study recommended for organizations to adopt all the three leadership styles if they have to maximize on the implementation of strategic plans. According to Murigi (2013), analyzed how the leadership styles of the head teachers influence the performance of pupils in Murang'a Kenya by conducting another study.

This study used autocratic leadership as one of the variables of interest. Punishment, task oriented, supervision and commands were used as proxies for the autocratic leadership style. The findings indicated that autocratic leadership had the least influence on performance. Koech and Namusunge (2012) evaluated how leadership styles affect the performance of organizations conducting an alternative study. The key variables for their study were transformational and transactional leadership styles as well as laissez faire leadership. The study found an insignificant correlation between laissez faire leadership and organizational performance. Informed by the study findings, this researcher recommended that management discard laissez faire leadership. In this regard, managers were advised to increase their involvement in guiding their subordinates. In addition, managers should take an active part in the implementation of effective reward and system of recognition. Findings showed that the more the restaurant firms use participatory decision making, the more they attain plan implementation. The researchers also noted further that greater participation is likely to be experienced among small firms as compared to larger ones.

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

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

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

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

Ogonge (2013) found that while looking at the practice of management observes that managers (or business leaders) are the basic and scarcest resources of any enterprise. Thompson and

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

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

2.3 Effect of Resource Allocation on Implementation of Strategic Plans

Resource allocation is identified to be a critical success factor in strategy implementation. According to Bryson (2011), the way allocation of resources takes place towards accomplishment will affect by what method the strategies will be implemented. According to Bryson, resource allocation features concentrate on budgeting, human resource management, resource mapping and planning. These traits of resource allocation can stimulate the performance of the organization in the direction of strategy implementation.

Vergert (2010) in his comparative study of two higher education institutions in Dutch observed that an organization has four key resource areas, namely people, information, finance and technology. It is important to mention these key resource areas briefly because (the lack of) these resources can influence strategy realization. For example when there is limited budget available for the development of new study programs this can have a negative effect on the realization of an educational strategic objective concerning the development of new study programs (Gachua & Mbugua 2013)

The resource-based view (RBV) theory regards the firm as a cognitive system, which is characterized by idiosyncratic and context-dependent competences that are core to strategic purpose. These are conditioned by hierarchical capabilities, or sets of routines, involved in the management of the firm's core business processes that help to create value. Competences typically involve the development of specialist expertise, and firms may become locked into a trajectory that is difficult to change effectively in the short to medium-term (Tushman & Anderson, 2006). Under the resource based view, (Barney, 1991) posits that, to gain competitive advantage, firms need to develop resources that are casually ambiguous, socially complex and difficult to imitate over time. The resource based view proponents argue that, it is not environment but the resources of the organization which should be considered as the foundation of the strategy (Boxall & Steenveld, 2009).

Kachru (2009) examined strategic management by looking at concepts and cases and indicated that strategy implementation involves processes by which organizational resources reflect in the activities and choices necessary for actualization of strategic plans. With reference to the resource based view (RBV), competition anchors on the capabilities and resources that exist in an organization or that which an organization might intend to develop in order to attain sustainable advantage. Organizational resources can take a tangible nature such as physical resources, financial resources or human resources. RBV emphasizes on organization's inner capabilities in developing strategy to accomplish both superior performance and sustainability in service delivery**.**

Peter (2014) conducted a study on the challenges of strategy implementation at the ministry of East African affairs, Commerce and Tourism and defines resources as all available factors that are controlled and owned by the firm. They are used to obtain the final products or services to be used by consumers. Adequate resources are an important factor in strategy implementation of plans.

Schaap (2012) asserted that inadequate resources may lead to the failure of strategy implementation which in most cases takes more time than expected or planned. Some strategies fail because not enough resources were allocated to successfully implement them. The study went further to identify that organizations have four key resource areas which are people, information and technology and finance.

According to Spender (2014), the means of how fruitful and effective a strategy is to be implemented is governed by the firm's financial resources and human resource allocation. Should an organization implements a strategy deprived of appropriate resource allocation of resources according to the strategy implementation agenda, challenges are guaranteed to happen throughout the implementation development.

According to Wren (1995), management is the harmonization of all resources way of the process of planning, organizing, directing, controlling and coordinating. Strategy implementation hinges on proficient workforce, working in-house organization structure, strength of the resources as well as allocation, not to mention prevalent market circumstances (Kotter, 2014).Management and employee's capability, resources availability and allocation processes, organizational structure and in-house methodologies can possibly affect the process by which strategic plans are converted into organizational action points (Huber, 2011).

Numerous aspects can stimulate the triumph of strategy implementation; people who relate or implement the strategy, the structure of the firm structure, systems or tools in place for harmonization and control, accessibility of both resources financial and non-financial (Machuki, 2011). It's vital to comprehend these concerns and their reputation for fruitful strategy implementation.

Onyango (2012) engrossed on features influencing implementation of the Kenya Sugar Industry Strategic Plan (2010-2014). The study finding directed that implementation of the Kenya Sugar Industry Strategic Plan was inclined to factors such as policy and legal framework ,operations procedures, bureaucracy in administration, political interference in addition to resource utilization.

Resource allocation is foremost in management goings-on that permits strategy execution. In companies that are not inclined to a strategic-management approach in decision making, resource allocation is habitually grounded on personal or political factors (Tripathi, 2014). Strategic management facilitates resources to be allocated in accordance to main concern recognized by annual objectives. It is damaging to strategic management and to organizational success when resources are allocated in ways not dependable with priorities directed by approved annual objectives (Tripathi, 2014). All firms possess as a minimum four kinds of resources which can be employed to accomplish desired objectives: technological, financial, human and physical resources

Assigning resources to precise units and sections mean not that strategies will be effectively implemented. Countless factors universally forbid effective resource allocation, comprising laying too much emphasis, an overprotection of resources, on short-term financial measures, organizational politics, ambiguous strategy aims, an unwillingness to be risk takers, and inadequate or ample know how. The factual worth of any resource allocation framework is in the resultant success of an organization's goals. Effective resource allocation warrant not successful strategy implementation because commitment, frameworks, workforce and controls must soak themselves into the resources provided (Boxall & Purcell, 2011).

A resource deployment strategy, hence, embraces the combination of tools the firm uses so as to directly gather resources for its own creation and supply of superior products by means of efficient, unbiased, viable, and apparent ways and improves quality of service, (Bryson, 2011). The strategy to be executed will govern the systems that the organization selects as well as determination of the human resource proficiencies obligatory coupled with financial resources to be apportioned towards positive implementation of the strategy. (Thompson & Strickland, 2007)

2.3.1 Human Resource and Strategy Implementation

Human resource as a feature of resource allocation is defined as the process of hiring and advancing personnel towards achieving a valuable organization. It includes carrying out job assessments, planning workforce requirements, enlisting the right personnel for the job, positioning and teaching, handling wages and salaries, availing remunerations and enticements, gaging performance, solving differences, and interacting with all the workforce at all ranks. (Boxall & Purcell, 2011).

Topmost leadership is accountable for planning the process of strategy implementation. The level of managerial competency is a directly proportional to whether a strategy will be achievable or will be fruitlessly implemented (Huber, 2011). Kotter (2014) noted that executive capability is pivotal to positive strategy implementation. The human resource desirable by a firm is dependent on the strategy that firm embraces, according to Tiraieyari et al. (2011). Moreover, it was noted that strategy governs the organizational structure which will in line affect the human resource required. Boxall and Prucell (2011) noted that strategy controls the human resource desires of a firm. Additionally, during allocation of resource, leadership ought to make certain that all human resource needs bring into line the fresh strategy. This is noticeable by means of abundant downsizings by firms due to adoption of fresh strategic tactics.

In any organization, the staff are the ones charged with the mandate of implementation of the strategy as such this section will give an in-depth analysis into employee competences and strategy implementation, challenges facing staff competences and the benefits of employee competences in strategy implementation (Elwak, 2014).

Strategy implementation is a task that involves all cadres in the firm, while management are in charge of formulation, all employees are tasked with the implementation process. Human resource is tasked with the responsibility to recruit competent employees as well as continuously undertake talent development in order to respond to the turbulent environment (Pearce & Robinson, 2017).

So, to establish the importance of the relationship, Rebecca (2012) noted that relations between workers and their supervisors enhanced strategy implementation in university of Oklahoma. Despite the benefits of this, cordial relationship established that employees in a company occasionally resists modification proposals thus hindering strategy implementation. This could cause procrastination, delays in modification, unforeseen implementation delays, and inefficiencies, lack of commitment, absence, and poor performance. It was suggested that a company resolve these issues by having human resource procedures that are joined to business ways therefore easier strategy implementation.

Omutoko (2009) deduced that lack of training in strategic implementation among faculty, academicians posed challenges facing effective implementation of strategic policies in the facilities. Consistent with Lankeu and Maket (2012), the employment of human resource can facilitate a company implementation strategic set up. For strategy implementation to achieve success, optimally the employees need to be competent and the system put in place must make sure that the proper selections are made and organizations that adopt a complete quality management philosophy are considered capable of fulfilling the challenge of competition in the market (Hrebiniak, 2013).

Despite the role recruitment play in strategy implementation within organizations, previous studies like Chukwu and Igwe (2012); Swanepoel, Erasmus, and Schenk (2008) established that most firms undertake poor recruitment and as such face negative long-term costs in high training and development costs, poor performance, absenteeism, disciplinary issues, high turnover and low productivity which negatively affect staff morale. Dessler (2011) highlight that as a result, such firms face challenges in implementing their strategies hence market share loss. On the other hand, Obomate (2016) established that if after training and development the compensation and benefits package are less compared to similar organizations, employees may exit the firm to join others which they consider are better hence the organizations may not achieve its strategy implementation.

Benko and Mcfarlan (2003) argue that creating high performing and loyal employees is the only way to effectively implement strategy. Organization staff are the only true competitive advantage and when their relationship with the organization is mutually beneficial then this also can be directly attributed to satisfied customers. The investment that an organization makes in employee selection, training, rewards and performance measurement builds a workforce that is both valuable and loyal. The experience of staff and their adequacy will determine how efficient and effective the tasks are performed and how well the developed strategy objectives are attained. Subsequently another researcher argued that skills would be a narrow view and advanced the argument of resources to represent skills, technology and money as key inputs into any strategy implementation (Higgins, 2005). This variable is also stressed by the Resource Based View (RBV) Theory that argues that the resources owned and controlled by an organization play a key role in determining how well the organization achieves strategic plans (Barney, 1991). The RBV theory holds that in order to develop and implement strategies effectively, organizations need to have adequate resources.

Collins (2011) suggests that, getting the right people on the bus is an essential first step during strategy implementation and organizational change. In other words, a good organizational culture begins with the, "Who" not the "What" (Senge, 2012). This challenge requires establishing clear expectations of personnel and evaluating the types of people required to steer the strategic implementation effectively (Barker & Camarata, 2008).

Recognizing administrators rarely start with a clean slate, this concept does not imply automatic termination of existing personnel but instead, recommends working within an existing structure to identify supportive, effective personnel and incorporating these individuals into the decision-making process and the strategy implementation team (Collins, 2011). Eventually, changes initiated by administrators will incentivize the "right" people to stay with the organization. Leaders who are able to recruit and coach the right people do not actually need to spend a lot of time motivating their personnel since the right people are self-motivated, and strive for personal mastery and driven by the direction of the bus/ strategy adopted by the organization (Senge, 2012). Okumus (2003) in the study titled the framework to implement strategies in organizations states that skills and knowledge of the employees are made available during strategy implementation. Employees will assist by giving inputs of knowledge and ideas that support further decisions taken by managers.

Lindblom and Ohlsson (2011) in their study stakeholders' influence on the environmental strategy of the firm: a Study of the Swedish Energy Intensive Industry states that successful implementation of strategies requires the complete participation of employees. Satisfaction of employees needs to be looked into because so that it can translate to performance in the organization and its activities in implementing strategies. The study conclusively identifies that competences of employees stand for a great influence on the firm's overall strategic orientation. Kamau (2015) stated that the capabilities of employees need to be of quality and sufficient enough to perform their jobs. The success of strategic implementation wholly depends on the people since they determine the culture, structure with their skills and competencies. Aligning HR and strategic plans is very important in organizations since it enhances the effectiveness of strategy implementation. Human Resource Management (HRM) needs to be included in the strategy development of the company which ensures. Different organizations have different ways of utilizing different HR practices. Human resource if handled well can enhance strategy implementation and influence organization outcomes such as productivity and profitability. If a company should achieve success, it's to make sure that it possesses the proper employees for the task and this can be chiefly a result of their judgment and experiences since these aspects have got a protracted means in driving the organization's performance (Bossidy & Charan, 2012).

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. As a result, Michlitsch (2010) attributes the obvious lack of human factor as the sole impediment to strategy implementation failure. This Michlitsch attributes to 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.

To establish factors affecting strategy implementation at Postal Corporation Of Kenya Barasa and Ombui (2014) established that while competence is acknowledged as a factor affecting the implementation process, competence on the job is necessary however, lack of other attributes such as confidence, compassion, tactfulness, and sensitivity among employees when handling customers was an impediment to the implementation. Taking the above findings into consideration this research therefore aims to establish whether incompetence could have hampered strategy implementation at Chase bank. Jones and Hill (2013) is of the opinion that employee play a very key role when it comes to organization performance, firm's efficiency, cost structure as well as profitability. Therefore any organization that wants to achieve meaningful success, must come up with ways of increasing their productivity. Unless successfully implemented, the organization will not obtain desired results.

According to Thakur (2013), they often assume the position of a leader (formal or informal) and provide information support for top-level managers. As emphasized by Raps (2015), the role of mid-level managers is therefore unquestionable, while their support may determine the possibility of achieving the desired results, because it builds a strategic consensus. This results from the existence of a relationship between the levels of the involvement in the actions aimed at the strategy implementation in given conditions prevailing in the organization and the range of control powers. Ahearne, Lam and Kraus (2014) claim that particularly those managers who have a large number of subordinates should be characterized by a more open and creative attitude. As indicated by the research conducted by Ogbeide and Harrington (2011), this is true irrespective of the organization size. Han (2011) notes that decision-makers in many organizations do not take into account the role of mid-level managers. On the other hand, an adequate structure of the incentive system seems to be important, because, as it appears from the research by Kaplan and Norton (2008), on average, 70% of mid-level managers and over 90% of line employees receive a salary regardless of the outcome of the implementation process.

While it has been revealed that presence of human resource promotes strategy implementation, alternative studies has shown that it's not always the case, for instance, Lankeu and Maket (2012) study on strategy implementation in Iranian instruction institutes, observed that while the firms had skilled employees issues such as lack of worker motivation, supported financial gain, paperwork, poor cooperation, complicated body processes, insecurity, lack of expertise and data can cause failure of strategic implementation.)

2.3.2 Information Technology Resource and Strategy Implementation

Technology strategy is the entire plan that entails principles, goals and strategies relating to usage of technologies within a certain firm. Such strategies chiefly concentrate on the technologies themselves and in some instances the workforce that directly manage those technologies. The strategy can be an implication from the firm's attitude towards technological decisions, or may be in document format. Heesen (2012) noted that the United States (US) recognized the need to implement a technology strategy with the intention of restoring the country's competitive edge. In 1983 Project Socrates, a US Defense Intelligence

Agency program, was laid down to advance a national technology strategy policy. Additional technology-related strategies mainly focus on the adeptness of the company's expenditure on technology, how people, for instance the organization's clientele base and the workforce, exploit technologies in ways that generate value for the firm, on the entire technology integration of technology-related decisions with the firm's strategies and operational plans, such that no isolated technology strategy is in existence other than the de facto strategic principle that the firm does not need or have a distinct 'technology strategy'.

Key goal of coming up with a technology strategy is to ensure that the business strategy can be achieved through technology and technology investments are allied to business. Frameworks to gauge business-IT integration on various considerations should be pinpointed, identify gaps, and define technology roadmaps and budgets. Technology strategy facilitates the attainment of a company's vision through alignment of its information technology strategy with its business strategy. The important components of information tech-strategy is information technology and strategic planning working together. The IT strategy alignment is the capability of IT functionality to both shape, and support business strategy (Henderson & Venkatraman, 1993).The degree to which the IT mission, objectives, and plans support and are supported by the business mission, objective, and plans (Reich & Benbasat, 2000).

According to Drnevich and Croson (2013), information technology is significant to business success because it directly touches on the mechanisms through which they generate and retain value to earn proceeds: IT is thus integral to an organization's strategy. Much of the existing research on the IT/strategy correlation, however, inaccurately frames IT as on low level strategy. This widespread under-appreciation of IT indicates a need for substantial re-theorizing of its role in strategy and its multifaceted and symbiotic association with the mechanisms through which firms generate profit. Using a broad framework of probable profit mechanisms, while IT actions remain integral to the low-level strategies of the firm, they also play several significant roles in higher levels of strategy, with extensive performance inferences. IT influences industry structure and the set of high-level strategic options and value-creation opportunities that a firm may chase. Along with complementary organizational dynamics, IT both improves the firm's current capabilities and embraces novel dynamic ones, comprising the agility to emphasize on rapidly changing opportunities or to abandon losing opportunities while rescuing sizeable asset value. Such digitally comprising competences also govern how much of this value, once generated, can be retained by the firm—and how much will be degenerated through competitive means or through the influence of value chain associates, the domination of which itself depends on IT.

Spender (2014) noted that to meet their goal of viability, firms adopt strategies such as, adoption of new technology to improve delivery of service, decline of staff occupying outdated positions due to deployment of a new organization structure, recruitment of professionals, all this necessitate financial resources to be attained.

A number of studies have been done domestically and internationally on the topic of strategy implementation and technology. While some are quite similar, some solely qualify as connected and relevant for this study. Primary information was collected through interviews with union officers whereas secondary information was obtained from the union's documentation. The study of information technologies impacted on unions renewal rejuvenation by the implementation of latest sorts of participation and policy. She also noted that technology should be integrated with the union renewal strategy for effective strategy implementation.

The systems and processes available in an organization play an important function in strategy implementation. Systems involve daily activities and processes engaged in by staffs in order to get the work done (Čater & Pučko, 2010). They define how employees go about their tasks in order to deliver on their job descriptions. The existing formal and informal systems in the form of procedures need to be efficient and help quality decision making at all levels. The resource allocation systems need to be efficient to ensure that there is no resource misuse. Employee management systems and quality control systems need to be functional to ensure quality service delivery especially for the service industry (Hrebiniak, 2006).

In the UNESCO World Conference report on global trends in Higher Education (2013) articulated the growth of distance learning to the rapid advancements in information and communications technologies (ICTs). ICTs and related technologies have vastly expanded the potential to deliver postsecondary education at a distance but have also exacerbated inequalities within and across countries. The challenge is for the private institutions to integrate the new ICT's to improve quality, particularly in terms of teaching and learning. (Gachua and Mbugua, 2013).The information management system needs to be efficient and safe such that access rights can be allocated to individuals in accordance with their duties to prevent misuse of organizational information (Rajasekar, 2014).

Kaplan and Norton (2008) argue that internal business processes needs to be measurable so as to understand what generates value for the shareholders wealth maximization. Internal processes represent unique assets that can be used by organizations to gain sustainable competitive advantage because they may not be easily copied. Managers need to identify critical internal processes which if well exploited can offer an organization competitive advantage.

Companies should strive to develop and invest in new emerging technologies to ensure all strategic plans are implemented effectively. Information and technology resources include IT specialists, equipment, computers, networks and servers. Okumus (2003) noted that an organization needs information and knowledge technology requirements to carry out strategy implementation. Chisenga (2004) in his study noted that resources mostly inadequate ICT personnel contributed highly to failure of strategy implementation.

Abazian (2005) on the study concerning the role of ICT in bridging the gap within strategy execution, stated that for strategy implementation to take place there needs to be accurate, timely and relevant information. Networks, databases and connections help businesses to store, provide and send information in a faster, reliable and at a cheaper way. Human resource can also use ICT to have reports accurate, transparent and delivered in time. Different types of information systems (IS) can be used in strategic implementation.

Abazian (2005) identified some of the Information Systems as Transaction Processing Systems (TPS) that has the ability to conduct business transactions, Strategic Management Information Systems (SMIS) which carries out strategic management to improve business performance and Decision Support Systems (DSS) to support in decision making in a business. Others include Executive Support Systems (ESS) that allow users to transform data into accessible and executive reports and Management Information Systems (MIS) which assist managers with the tools to evaluate, organize and manage organization departments. In addition, ICT allows drawback determination amongst departments and SBU's. Therefore, it might be instrumental in achieving a competitive advantage because it allows organizations to effectively answer dynamic competitive forces. Bengi (2009) in her study concludes that organizations solely used IT effectively in strategy formulation stage and not yet in assessing opportunities. The study highlighted that IT provides opportunities like alignment of organizations with expressed goals, making the firm competitive and facilitates organizations to catch up with rivals. At the formulation stage, IT serves to extend quality and volume of essential information desires for creation and additionally enhances price reduction in communication like labor prices. Generally, it is a positive impact on strategy formulation stage.

Bett (2013) conducted a case study at the African country crude oil refineries restricted on technology and strategy alignment in managing amendment. The target respondents were Chief Officer, chief operative officer, the human resource manager, the chief finance officer and the IT Manager. The conclusion was that strategy and technology are powerfully aligned.

Many organizations have introduced innovative IT methods and e-business applications to boost fight and rework their enterprises (Pai & Yeh, 2008). As a result, the event and implementation of IT strategy has become attention for info management (Khazanchi, 2005). Bhattacharya, Gulla and Gupta (2012) advise that with info Technology infrastructure rising as a vital component to achieving business objectives, companies have to be compelled to be technologically able to wrestle the strategic challenges which will fuel growth. Enterprises with higher capability are able to deliver IT services to the whole organization. The implementation of strategy is dependent on the market, capability of the organization thus development of IT capability is one of the important tasks of e-business (Eikebrok & Olsen, 2007).

2.3.3 Financial Resources and Strategy Implementation

By definition, setting up the spending involves hard decisions. These can be made, at a cost, or maintained a strategic distance from, at a far more prominent cost. It is imperative that the vital exchange offs be made unequivocally while detailing the financial plan. This will allow a smooth usage of need projects, and abstain from upsetting system administration amid spending execution (Hansen, Otley & Van der Stede, 2003).

The allocation resources and budgeting procedure is one of the most authoritative phases of strategic planning and implementation. It is vital for a firm to handle its financial resources effectively and efficiently to in order to achieve its stated objectives and goals. Precise preparation of monies is crucial to the implementation of a project. A professional and crystal clear methodology to budget planning aids in convincing international donors, investors, national and development banks to avail financial resources. (Philip et al., 2008).

According to Bryson (2011), the direct financial tools accessible to the firm for rallying financial resources are proceeds, loans from banking institutions, funding from donors, not to mention through acquisitions and mergers. The firm could deploy any one or a blend of numerous ways to achieve its desires of funds to execute projects. Moreover, it is pivotal for a firm to justify all accessible monies in advance while initiating the allocation process. The firm is also to account for prevailing projects and the necessity for their backing to be well-thought-out for the duration of allocation. Philip et al. (2008) showed that financial resources of an organization can to be allocated short of preceding preparation and consideration of prevailing plans. It would garner challenges to firms executing fresh strategies funds needed would be inadequate to execute the strategy. Noteworthy as well, when firms exploit financial resources from commercial banks or donors, it is imperative to contemplate the financial consequences the sources have to the strategy implementation process. This is attributed to the fact that such funding is not within the control of the organization as they are required to meet certain requirements to be advanced the funds. Philip et al. (2008) noted that budgeting for financial resource allocation should factor in the available financial resources to the organization, to enable the organization purchase the necessary needed physical resources, human resources, and technological resources to achieve successful implementation.

Spender (2014) observed that firms require resources (financial and human) to support implementation of formulated strategies and to attain recognized goals and objectives. Effectives of the resources allocation will affects the effectiveness strategy implementation. The chief goal of a firm is to make profits by delivery of quality goods and services. According to Kotter (2014), management not only advances the essential strategies but also steers their organizations towards strategy implementation through the availability of essential financial resources are, and advance a strategy implementation agenda to lead the process employed as a control mechanism.

According to Thompson (2007), it is pivotal for a firm to take charge of financial resources allocation towards the implementation of strategy. Findings on allocation of funds (Kurendi, 2013) specify that even if monies were accounted for strategy implementation, deployment of the allocated funds was wanting. Kurendi still observed that monies apportioned concerning strategy implementation were averted to other tasks affecting the strategy implementation process. Findings on resource application (Onyango, 2012) noted that resources were not exploited as anticipated to improve strategy implementation. Funds apportioned for strategy implementation were not employed as budgeted. Weak management of organization resources also affected strategy implementation as resources were not aligned in the course of planning to embark on strategy implementation.

One of the major constituents of an action plan for attaining an organization's goals is obtaining ways and means to fund the delivery of the firm, (Bryson, 2011). Mankins & Steele (2005) propose that deployment of resources ought to be deliberated beforehand in the entire implementation procedure, and the financial, personal and time sources ought to be part of the company's monies from the onset.

Kamau (2015) undertook a study on the institutional factors influencing implementation of strategic plans in government hospitals in Kitui Central Sub-County, Kitui County, Kenya states that successful implementation of a strategy requires additional capital. Everyone involved in implementation need to know and determine the source of funds for the firm to enable smooth implementation. Organizations should set aside budget and set aside budget allocations to finance strategy implementation. Adequate finances are the most needed element for overseeing this never-ending process.

Okumus (2003) stated that in strategy implementation the main areas to look into when allocating resources are the procedures of securing and allocating financial resources for the new strategy and the time span in which the strategy needs to be completed. They further identify that there should be a process of ensuring that all necessary resources including time, financial resources. Chisenga (2004) goes further to state that lack of funds mainly contributes to failure in strategy implementation.

Ismail, Rose, Uli and Abdullah (2012) identified some of the existent financial resources as cash-in-hand, bank deposits, capital and savings. The study revealed that these financial resources may go a long way to oversee project and plan implementations. They may also have additional advantages like increasing firm performance and increasing competitive advantage. Financial resources ensure that everything may be needed to successfully implement strategic plans is obtained.

Wang, Lee and Chung (2009) provided a breakdown of total company expenditures that are utilized by major stages within the innovation method, and therefore the proportion spent on prospering versus failing ways. They concluded that prospering companies spent additional funds on the first stages of implementation. Okumus (2003) on the other hand identified that there should be a process of ensuring that all necessary time financial resources, skills and knowledge are made available. Lack of proper financial management is considered a challenge to strategy implementation. Organizations need to continuously develop costing systems and offer the relevant financial statements (Slater & Olson, 2011).

The monetary perspective evaluates the gain component of strategy and an absence of monetary information would foster a climate of uncertainty, permit rumors and wrong data to flourish (Heldenburgh, Rubenstein, Levtov, Berns, Werbin & Tamir, 2006). An accurately designed budget ought to aid in implementation by distinctive expenses and advantages that are expected to be complete in winding up the organization's program. During this budgeting process is when the organization might realize that some programs, however applicable, are out of the organizations reach financially (Katsioloudes, 2002).

2.4 Effect of organizational culture on Implementation of Strategic Plans

Organizational culture represents an ideology of the organization as well as the forms of its manifestation. The ideology of the organization includes beliefs, values and norms. It is manifested through symbols, language, narration and other activities (Deal & Kennedy, 2012). Strong culture is produced by observing specific processes in developing consistent activity systems. As managers try to build the capabilities that underlie effective value and cost drivers, the culture develops in response to feedback from the market. Given the frequent and severe restrictions markets can impart on an organization to execute effectively, a strong culture is more likely to emerge in an organization that is performing at an increasingly high level.

Diverse organizations have very distinctive and dissimilar styles of addressing issues. This uniqueness is shaped by the various cultures they have (Vijayakumar & Padma, 2014). Culture is manifested almost everywhere in an organization, if we know where to look for it. It is echoed in the words and language people use in interacting with one another. It is also seen in the relics that are in the company's facilities. Now and then, the culture of a company is apparent and clearly noticeable, as in the treatment we obtain as customers and the artifacts we see that sustain this focus on customer service. Every so often, a company's culture is indirect and needs to be 'read' (Flamholtz & Randle, 2011).

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

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

According to Markovic (2012), Clan type culture can be defined simply as a "family-type organization". This type of culture incorporates a sense of "we" in the organization instead of

“I” (Teson & Pizam, 2013). They are most effective in domains of performance relating to morale, satisfaction, internal communication, and supportiveness. All these attributes are consistent with clan values. They are good at organizing, controlling, monitoring, administering, coordinating and maintaining efficiency (Mayfield, 2008). Adhocracy-type culture is most effective in domains of performance relating to adaptation, system openness, innovation and cutting-edge knowledge – all attributes consistent with adhocracy values. Market-type culture is most effective in domains of performance relating to the organization's ability acquire the needed resources such as revenues, good faculty and institutional visibility (Cameron & Quinn, 2011).

Hierarchy culture is means as culture topmost on instructions and guidelines, discrete lines of interaction and liability. Upholding constricted and seamless operational roles are pivotal in this type of culture (Teson & Pizam, 2013). Managers move climb the ladder swiftly when their leadership style is in agreeable with the top leadership. (Mayfield, 2008).

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

Research shows that organizations with strong cultures incline towards high economic performance over time, especially in markets that are highly competitive, where constraints on organization behavior are greater (Meldrum & Atkinson, 2008). Equally important is the effect of culture strength on performance variability. In a firm with strong culture, employees are likely to conform more consistently to well established rules of behavior. Higher conformance leads to less deviation in performance leading to increased belief in the organization by both customers and suppliers. More consistent performance also raises the credibility of the firm in the eyes of its competitors (House, 2004). Ahmadi (2012) took charge of an evaluation on strategy implementation together with the culture of the organization and empirical proof depicted a positive correlation amongst implantation of the strategy of an organization in conjunction with the culture of a certain firm. Culture ought to therefore, be deliberated for effective implementation of performance management system in a firm.

2.4.1 Performance and Organizational Culture

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

Culture determines output of the organization more than any other factor including education and skill of people working in the organization. It is because of this factor that organizational culture must be considered in any effort toward strategic planning. Fundamental planning for a distinct culture is likely if the forecast of the future is in line with that culture and the path it is heading, or the lifestyle feels such weight on its possible continuation that it will lessen its past up demand to have a future by any technique (Hunt et al., 2013). A stable legitimate culture will enhance duty among specialists and focus on gainfulness inside the relationship rather than insurance from rules and bearings or external parts that block accomplishment (Neuert, 2014). As an arrangement of shared importance, it is a basic variable for successful technique process. Hofstede (2014) inferred that hierarchical culture is a delicate, all-encompassing idea with, notwithstanding, assumed hard results. An association's aggregate culture impacts both the dispositions and ensuing practices of its workers and also the level of execution the association accomplishes (Neuert, 2014). Organization culture can also use communication as a strategy in that: communication should be advanced to a strategic level by strategic plans implementation, support from the top management of the firm is needed by the communication managers, and development of communication and implementation are done at strategic level (Shin, 2013).

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

Culture affects not only the way managers behave within the organization but also the decisions they make about the organization's relationships with its environment and its strategy. If an individual performs according to the expected standards, then organization performance will be enhanced and improved (Chegini 2010).

Organizations cultivating personal mastery assume personnel development is a priority. Strategic organizations provide a working environment that enables conditions for people to lead enriched lives and supports knowledge acquisition both on and off the job (Barker and Camarata, 2008). Commitment to development opportunities also indicates a level of employee empowerment and ownership of responsibilities that is crucial during strategy implementation process, since employees feel empowered enough to handle various responsibilities (Senge, 2012).

A culture that is healthy and positive could enable ordinary employee perform better. However, a culture which is not strong and has negativity could demoralize exceptional employees making them perform poorly thus ending up without any accomplishment. Therefore, a firm's culture has a direct and active role in managing the performance. Magee, (2002) was of the opinion that, failure to consider organizational cultures impacts and practices like performance management, a firm can end up being unproductive. These results can be due to the two being interdependent and change in one will affect the other. Additionally, the western management models got certified from the background of emerging states. Overall, a strong notion is held that a firm's culture results in higher performance. Though, research on this relationship frequently contrast as to what level behaviors could have an effect on the traditions of a firm, and eventually, result in the enterprise performance needed to be cautious of claiming that contemporary evidence ascertains this relationship.

Probably there are other organizational factors providing a relationship between human resource management and organizational performance. There is a need for conducting an extensive study on the performance and an enterprise's culture to understand the causality relationship that exists between the two. An enterprise's traditions have been found to be crucial aspects given that they may be affecting the behaviors of staff, their motivation level and even their values. A management system for organizational performance, creates career paths for staffs and categorizing individuals who stay in an organization long enough for an organization culture to establish. This view advocates that a businesses can instrument management practices that nurture career security and development to prevent employee from switching companies, and keep those social phenomena that include organizational culture inside the company, and thus establishing a strong organizational culture.

Luu and Venkatesh (2010) claimed that provisioning adequate resources (financial or human) is one pointer of expected behavior and suitable in the organization; people identified this depiction as key and molded their actions to act accordingly. The point to which current problems get solutions and are reinforce in new patterns is affected by organizational culture as it nurtures individual’s capability to face new thinking as well as adopt innovative practices.

Organization culture is established through the assumptions, beliefs, ideals and behaviors, of stakeholders who are significant, for gaining competitive advantage (Hall, 1993 & Peteraf, 2013). Organizational culture helps to shape procedures, unifying the organization abilities into a strong unit. Moreover, it helps solve issues affecting an organization, and thus it can be able to obstruct or enable success in the organization (Akman & Yilmaz, 2008).

2.4.2 Aligning Organizational Culture and Strategy Implementation

Saunders et al. (2008) stated that for a new strategy to be implementing it needs making drastic changes in factors that affect culture that have been taken for granted or assumed. Fruitful implementation of strategic plans hinge on highly on Organizational culture. A new strategy that is in line with the culture of the organization can ensure a swift and successful implementation. Katsioloudes (2012) stated that, a firm's way of doing things and getting things done is what is referred to as the culture of the company. Most organizations think it is easy to grasp the culture and relate it to implementation of strategic plans. When an organization is successful in strategy formulation, implementation and having understood its strategic direction, it means that their culture has evolved and changed over the strategic implementation period and is suitable to their needs. It may not essentially be the ultimate culture, but at least it would seem to have fulfilled its strategic purpose.

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

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

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

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

The values and shared goal points that create organizational culture enable the workforce to work towards similar objectives as a rational team. The challenge is to align the organization culture in the implementation of strategic objectives (Nito, 2005). Organizational Culture entails a complex ideological set, symbols and values that are core to the organization that are shared throughout and influence the manner in which business is conducted. A firm can develop core competencies in its capabilities and how these capabilities can be leveraged by strategies to produce the so desired outcomes. It is therefore prudent that since organizational culture has a direct link to outcomes, employee behavior should be regulated and controlled. It is a source of competitive advantage, (Gupta & Govindarajan, 2000). Zellner (1997) asserts that some organizations operate in areas that have little room for mistakes and discontent is almost expressed immediately therefore it is important to note that culture norms can translate to behavior patterns as well.

Kandula (2006) argues that high culture is strategic to effective performance, further, he maintains that the variance in organization's culture, even with similar approaches does not lead to same outcome for the two firms which may be in one location and industry. Traditionally, an organization culture and the strategy of staff management practices has been used to assess and determine the firm success. These results from the study revealed that the existence of a strong association between the two, was because usually they complement each other (Magee, 2002). First, systems-thinking enables organizational members to understand the interconnectedness of individuals, workgroups, departments, processes, and organizational structures that foster increased collaboration and confidence in achieving complex objectives, and strategy implementation (Kim, 2013). A feedback loop is a circular communication style purposed to continually detect errors both horizontally and vertically within an organization. These feedback loops are essential during strategy implementation, since leaders and policy makers can detect the impact/ effect of strategy decision and make the necessary amendments (Kim, 2013). Both systems-thinking and feedback loop constructs disrupt status-quo patterns of thinking (mental models) providing an ability to change how things are always done (Argyris, 2007).

2.5 Chapter Summary

This chapter presents literature review based on research questions, does the role that the leadership of KCB Kenya play have an effect on implementation of its strategic plans? How does resource allocation in KCB Kenya affect the implementation of its strategic plans? To what extent does the organizational culture of KCB Kenya affect the implementation of its strategic plans? Next is chapter three which provides research methodology clearly outlining the methods that used to collect the required data, research design and how data was analyzed.

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

The chapter presented the research design which was followed by the population of the study as well as the sampling design. The chapter also offered the data collection methods besides the research procedures and data analysis techniques. Lastly the chapter presented a conclusion of the chapter.

3.2 Research Design

This study used descriptive research design. Jason and Glenwick (2012) noted that descriptive research design includes gathering data from a bigger number of cases, utilizing questionnaires, as a result of the bigger number of cases, study for the most part include some quantitative analysis. Survey studies are typically used to discover about the actualities by gathering the data specifically from population or sample. The dependent variable was Strategy Implementation. The Independent Variables were Leadership, Resource Allocation and organizational Culture.

3.3 Population and Sampling Design

3.3.1 Population

O'Gorman and MacIntosh (2014) defined population as a collection of all the concerned units that researchers would like to study within a particular problem space In addition, population can be defined as the total collection of individuals whom researchers seek to make inference on (Blumberg, Cooper & Schindler, 2014). The target population for this study were respondents in charge of the strategy implementation process at KCB Bank Kenya; it was a stratified population since it was heterogeneous with distinct variations. They summed up to 1,330 members of staff who comprised top leadership, senior management, middle level management and assistant managers that were charged with Operationalization of strategy implementation in over 200 branches in Kenya as shown Table 3.1 below.

Table 3.1: Population Distribution

Category	Target Population	Percentage
Top Leadership	17	1%
Senior Management	70	5%
Middle Level Management	600	45%
Assistant Managers	643	48%
Total	**1,330**	**100%**

Source: KCB Bank Kenya (2018)

3.3.2 Sampling Design

In sampling, some elements of a population are selected as representative of the whole population**.** Reasons for sampling included reduced costs, greater speed, greater accuracy not to mention preservation of units and greater depth of information collected.

3.3.2.1 Sampling Frame

Saunders, Lewis and Thorn (2012) define a sampling frame as a group of homogeneous elements, or heterogeneous elements from which a sample of a study is drawn. It is a listing of the entire population from which a sample size is selected which is exhaustive and an exact rundown of the member of the population only (Blumberg, Cooper and Schindler, 2014). The sampling frame should be adequate, complete, non-duplicated, accurate and convenient. The sampling frame for the study was management employees working at KCB Bank Kenya. In addition, this sampling frame was provided by KCB Bank Kenya Human Resources Division.

3.3.2.2 Sampling Technique

Sampling Technique is a process by which you determine your sample. There are two approaches in Sampling Technique; Probability and Non Probability Sampling**.** According to Blumberg, Cooper and Schindler, (2014) and Leedy and Ormrod (2013), a probability sample is a sample that has been selected through random selection in such a way that each unit in the population has an equal chance of being selected. Probability sampling include random sampling, stratified sampling, systematic sampling and cluster sampling (Saunders et al., 2012). The sampling technique that was used was stratified simple random sampling method. Vogt, Gardner and Haeffele (2012) state that stratified sampling is used when the researcher wants to highlight specific subgroups within the population. This techniques is used when the target population is heterogeneous. The members in each of the stratum formed have similar attributes and characteristics. In this technique, the findings of sample were then inferred to the population. The researcher used this technique by dividing the sample into different strata at the organization, the divisions being according to respective job categories.

3.3.2.3 Sample Size

Easterby - Smith, Thorpe and Jackson (2012) refer to a sample as a subset of those entities that decisions relate to. Sample size on the other hand is as the number of respondents that a researcher uses to collect data that represents the entire population (Saunders et al., 2012). Besides, Kothari et al (2014) defines a sample size as a subset of a population to study a sample of the total population. Sample size determination is the act of choosing the number of observations or replicates to include in a statistical sample (Singh, 2008).

Yamane (1967) provides a simplified formula to calculate sample sizes. A 95% confidence level and e = 0.05 are assumed. This is the formula the researcher adopted to determine her sample size.

$$n = \frac{N}{1 + N(e)^2}$$

Where n is the sample size, N is the population size, and e is the error margin.

Therefore,

$n = 1{,}330/ [1+1{,}330(0.05)^2]$

$n = 307.5$

$n = 308$

The sample used was 308 as shown in the table below.

Table 3.2 Sample Size Distribution

Category	Target Population	Percentage	Sample Size
Top Leadership	17	1%	4
Senior Management	70	5%	16
Middle Level Management	600	45%	139
Assistant Managers	643	48%	149
Total	**1,330**	**100%**	**308**

3.4 Data Collection Methods

According to Creswell (2013), data collection is a means by which information is obtained from the selected subjects of an investigation. This study focused on the collection and analysis of primary data. It administered a structured close-ended questionnaire to the respondents as a data collection tool to enable responses of the respondents to be limited to stated alternatives. It however had a few opened ended questions. Questionnaires as clarified by Lyon, Mollering and Saunders (2011) are used to gather data about phenomena that is not specifically observable, for example, internal encounters, sentiments, values, intrigues, they are more helpful to use than direct observation when utilized for gathering data accordingly the pros of utilizing questionnaires are as per the following: can be given to vast gatherings, respondents can finish the survey at their own particular comfort, answer questions out of request, skip questions, take a few sessions to answer the questions, and write in remarks. Saunders et al, (2012) state that questionnaires are used for descriptive or explanatory research. The stated alternatives in the questionnaire were designed in such a way as they were simple for the respondents to understand.

The study tool utilized a five-point Likert scale to ask respondents to express their opinion on given statements. It was used to measure the level of the respondents' satisfaction or consent rate (Blumberg et al, 2014). It contained five levels as follows; 1 = strongly disagree, 2 = disagree, 3 = not sure, 4 = agree, and 5= strongly agree. The questionnaire was divided into four sections that were as follows: section 1 contained questions that focused on the general information of the respondents, section 2 contained questions that focused on the role of leadership in strategy implementation, section 3 contained questions that focused on resource allocation in strategy implementation, and section 4 contained questions that focused on the role on the role of organizational culture in strategy implementation.

3.5 Research Procedures

Marczyk, DeMatteo and Festinger (2015) observe that a pilot test is a start phase in data gathering of the research process. Muus and Baker-Demaray (2012) note that a pilot test should draw subjects from the target population and simulate the procedures and protocols that have been designated for data collection and the size of the pilot group may range from 25 to 100 subjects, depending on the method to be tested. The researcher developed the questionnaire and through a letter of introduction sought from United States International University – Africa, Chandaria School of Business (showing the data collected is for scholarly purposes), she sought permission from human resources offices in KCB Bank Kenya seeking authorization to carry out the study. After the authorization was granted, the questionnaire was piloted using 10 managers who did not take part in the study in order to avoid selecting a respondent twice or having pre-test respondent pre-informing potential respondents. The questionnaire was then reviewed, revised and recommended accordingly and took care of the issues noted during the pilot survey.

The questionnaires dropped off to the respondents were picked up three days later whereas the emailed ones were realized after five days. The researcher followed up with a phone for questionnaires administered in the branches. The pickup period was used to ensure that the respondents did not rush their response, facilitating their ability to give an accurate account. The researcher communicated to the organization about the results of the research findings.

3.6 Data Analysis Methods

Descriptive analysis was used. This technique aid in deriving percentages, relationships and regression. Tools for analysis that were utilized included Statistical package for Social Sciences (SPSS) and Microsoft Excel to generate reports where coded data was fed. The researcher further conducted inferential statistics in order to establish the relationship between the independent and the dependent variables respectively. The researcher applied the regression model below to explain the strength of independent variables (leadership, resource allocation and organizational culture) on the dependent variable (strategy implementation). The regression equation was given by;

$$Y = \beta_0 + \beta_1 \chi_1 + \beta_2 \chi_2 + \beta_3 \chi_3 \ldots\ldots\ldots\ldots\ldots \beta_n \chi_n + \epsilon$$

Where: Y = Dependent Variable

$\chi_{1\text{-}n}$ = independent variables

β_0 = the constant

$\beta_{1\text{-}n}$ = the regression coefficient or change included in Y by each χ

ϵ = error term

Y= Strategy Implementation

X_1- Leadership

X_2, - Resource Allocation

X_3- Organizational Culture

3.7 Chapter Summary

This chapter presents the various methods and procedures the researcher were adopted in conducting the study in order to answer the research questions raised in the first chapter. The chapter is organized in the following ways: the research design, population and sample, data collection methods, sampling design and sample size, research procedures and data analysis. It gave the research methodology that chapter four used to cover data analysis and presentation of the findings of the research. Chapter four delves into an analysis of findings.

CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

This chapter presents data analysis and discussions. The study sought to evaluate the factors influencing the implementation of strategic plans in Banking: A case of KCB Bank Kenya. Primary data was collected through administration of questionnaires. On multiple response questions, the study used Likert scale in collecting and analyzing the data whereby a scale of 5 points was used in computing the means and standard deviations. These were then presented in tables, graphs and charts as appropriate with explanations being given in prose.

4.2 Response Rate

The research was conducted on sample size of 308 respondents out of which 211 respondents completed and returned the questionnaires duly filled in making a response rate of 68.5%. The study made use of frequencies (absolute and relative) on single response questions. According to Blumberg, Cooper, & Schindler, (2014) a response rate of 50% is adequate for a study, 60% is good and 70% and above is excellent. Thus, a response rate of 68.5% was fit and reliable for the study as shown in Table 4.1.

Table 4.1: Response Rate

Category	Total Sample Size	Respondents	Non Respondents
Top Leadership	4	1	3
Senior Management	16	8	8
Middle Level Management	139	98	41
Assistant Managers	149	104	45
Total	**308**	**211**	**97**

4.3 Demographic Information

The study initially sought to inquire information on various aspects of the respondents' background that is, the respondent's gender, age, academic background, period of time worked with the organization as well as position held in the organization. This information aimed at testing the appropriateness of the respondent in answering the questions regarding factors that affect implementation of strategic plans in organizations in Kenya focusing on KCB bank in Kenya.

4.3.1 Gender of the Respondents

The respondents were requested to indicate their gender. From the findings, majority (59%) of the respondents were male and 41% of them were female. This implies that most of the responses emanated from the male. Further it's an implication that the work force at KCB is dominated by the male gender. Also shows that the researcher was gender sensitive while carrying out the study. The findings are as presented in the Figure 4.1 below.

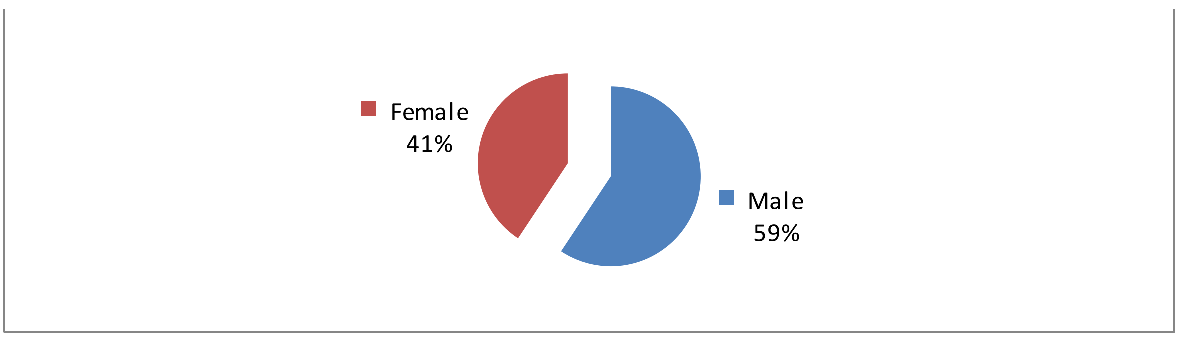

Figure 4.1: Gender of Respondents

4.3.2 Age of the Respondents

The study sought to establish the age of the respondents. According to the findings in Table 4.1 above, most (30%) of the respondents were 31-35 years old, 25% were 26-30 years old, 21% were 36-40years, 8% were 41-45 years old, 6% were 46-50years old, 5% were 18-25 years old, 3% were 51-55years old and only 2% of the respondents were >55years. This depicts that most of the respondents were over 25 years old. Also the results show that majority of the respondents were at a youthful age and this ensured optimal production. The findings are as shown in Table 4.2 below.

Table 4.2: Age of Respondents

Age	Frequency (N)	Percent (%)
18-25 years	10	5
26-30 years	52	25
31-35 years	64	30
36-40years	45	21
41-45 years	17	8
46-50years	13	6
51-55years	7	3
>55years	3	2
Total	**211**	**100.0**

4.3.3 Education Level of the Respondents

The study requested the respondents to indicate their level of academic qualification. The findings showed that majority (52%) of the respondents' (68) level of education was bachelor's degree, 30% had a master's degree, 10% had a diploma level of education and 8% of the respondents had a PHD. This information shows that the respondents were educated and gave valid and reliable information based on their level of understanding of various issues concerning implementation of strategic plans in organizations. The findings are shown in Figure 4.2 below.

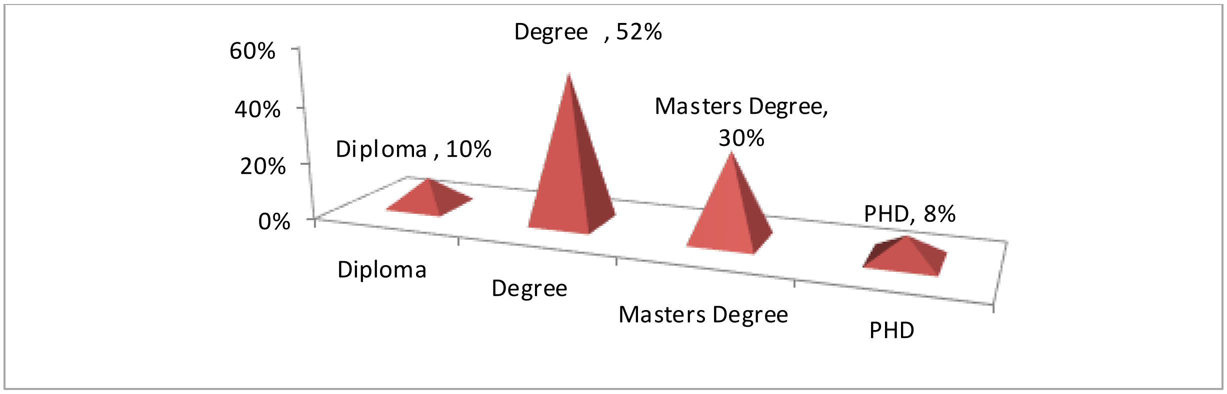

Figure 4.2 Education Level of Respondents

4.3.4 Length of Service of the Respondents

The study sought to establish the number of years that the respondents had worked at KCB bank Kenya. The study established that 35% of the respondents had worked in their company for 10-15 years, 25% had worked for 6-10 years, 20% had worked for >15 years, 13% had worked for 2-5 years while only 7% of the respondents had worked for <2 years. This implied that majority of the respondents had worked in the company for long enough to understand the factors that affect implementation of strategic plans at KCB Kenya. The study required the respondents to indicate their designated roles in the organization; the respondents indicated comprise top leadership, senior management, middle level management and assistant managers with the highest number of respondents as employees from purchasing department, Information department, Sales department Management, Store Section, Finance department and Human resource department. Further the study required the respondents to indicate whether they were involved in implementation of strategic plans at KCB Kenya. The respondents unanimously indicated that they were involved in strategic sourcing decision making and implementation. This implies that the study realized information from the right departments and from individuals who were conversant with the implementation of strategic plans at KCB Kenya. The findings are as shown in Figure 4.3 below;

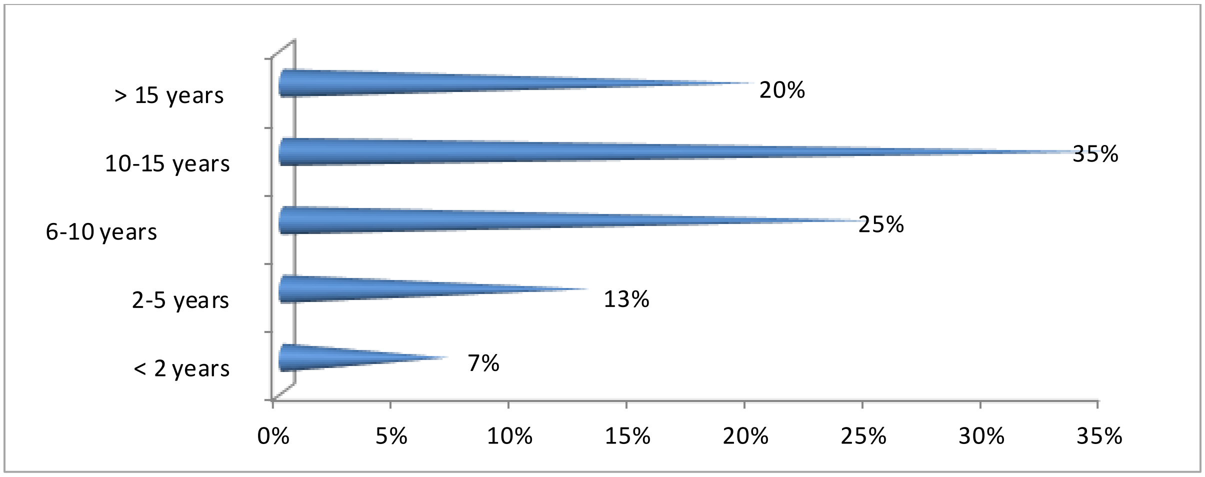

Figure 4.3: Length of Service of the Respondents

4.4 Leadership and Strategy Implementation

The respondents were asked to indicate their level of agreement on statements related to influence of leadership on strategy implementation. Their responses were rated on a five point Likert scale from 1(strongly disagree) to 5(strongly agree). The mean and standard deviations were generated from SPSS. Standard deviation was used to indicate the variation or "dispersion" from the "average" (mean). A low standard deviation indicates that the data points tend to be very close to the mean, whereas high standard deviation indicates that the data is spread out over a large range of values.

4.4.1. Leadership Style and Strategy Implementation

From the findings, the respondents agreed that; Leadership ensured continuous monitoring of the progress in strategy implementation (Mean=4.0441); ensured increased responsiveness and flexibility towards strategy implementation which in turn increased organizational and individual performance towards strategy implementation (Mean=3.9037) and leadership demonstrated flexibility in making decisions (Mean=3.8966).

In addition leadership improved employees performance and expedited strategy implementation (Mean=3.8104); increased motivation and commitment towards strategy implementation (Mean=3.7232). Besides, management ensured delegation of duties which enhanced the achievement of the organization's strategy implementation objectives (Mean=3.6872); and allowed employees to use discretion in decision-making process (Mean=3.6059). This implies that transformational leadership to a great extent was employed throughout the process of strategy implementation in KCB Kenya. Results are illustrated in Table 4.3 below.

Table 4.3: Leadership Style and Strategy Implementation

Statement	Mean	Std. dev
Ensures continuous monitoring of the progress in strategy implementation.	4.0441	.71408
Increases responsiveness and flexibility towards strategy implementation Increases organizational and individual performance towards strategy implementation	3.9037	.43853
Demonstrates flexibility in making decisions	3.8966	.50064
Improves employees performance and expedites strategy implementation	3.8104	.52024
Increases motivation and commitment towards strategy implementation	3.7232	.67771
Ensures delegation of duties which enhances the achievement of the organization's strategy implementation objectives	3.6872	.61010
Allows employees to use discretion in decision-making process	3.6059	.68150

4.4.2. Effect of Leadership Style on Strategy Implementation

From the findings, the respondents agreed that; the leadership in the organization encouraged employees to actively participate in the implementation of strategy in the organization (Mean=4.0006) and actively empowered employees (Mean=3.9794). Further the results showed that employees were allowed by their leaders to participate in decision making (Mean=3.9441) and encourage individual growth and development of employees (Mean=3.8324) as well as promotion of creativity and inventiveness at the workplace (Mean=3.8206).

Into the bargain, organizational leadership roles were shared by staff in the organization (Mean = 3.8088), delegation of authority (Mean=3.7745) and delegation of powers to subordinates in the organization strongly existed (Mean=3.7033). This implies that leadership to a great extent influenced strategy implementation in the organization. Results are illustrated in Table 4.4 below.

Table 4.4: Effect of Leadership Style on Strategy Implementation

Statement	Mean	Std. dev
Encourages employees to actively participate in the implementation of strategy in the organization	4.0006	.60053
Actively empowers employees	3.9794	.61923
Employees are allowed by their leaders to participate in decision making	3.9441	.74180
Encourages individual growth and development in employees	3.8324	.68903
Encourages creativity and inventiveness at the workplace	3.8206	.59464
Organizational leadership roles are shared by staff in your organization	3.8088	.63208
Delegates authority	3.7745	.63150
Delegation of powers to subordinates in your organization strongly exists	3.7033	.60739

4.5 Resource Allocation and Strategy Implementation

The respondents were asked to indicate their level of agreement on statements related to influence of resource allocation on strategy implementation. Their responses were rated on a five point Likert scale from 1(strongly disagree) to 5(strongly agree). The mean and standard deviations were generated from SPSS. Standard deviation was used to indicate the variation or "dispersion" from the "average" (mean). A low standard deviation indicates that the data points tend to be very close to the mean, whereas high standard deviation indicates that the data is spread out over a large range of values.

4.5.1. Human Resource and Strategy Implementation

The findings shows that the respondents agreed that; the organization had the ability to integrate, build, and reconfigure its resources to match the constantly changing organizational needs (Mean=3.9118); resource allocation determines achievement of results (Mean=3.7941) and that monitoring resources influenced attainment of results (Mean=3.6824).

Further the respondents agreed that lack of human and physical resources affect realization of goals (Mean=3.5735) and that leadership commitment influenced attainment of results (Mean=3.5265). The results are as shown in Table 4.5 below.

Table 4.5: Human Resource and Strategy Implementation

Statement	Mean	Std. dev
Lack of human and physical resources affect realization of goals	3.5735	.93711
Leadership commitment influences attainment of results	3.5265	.81618
The organization has the ability to integrate, build, and reconfigure its resources to match the constantly changing organizational needs	3.9118	.91827
Resource allocation determines achievement of results	3.7941	.93934
Monitoring resources influences attainment of results	3.6824	.99295

4.5.2. Information Technology Resource and Strategy Implementation

The findings shows that the respondents agreed that; information technology infrastructure facilitated achievement of business objectives (Mean=4.0765); the organization had implemented IT effectively to facilitate strategy implementation (Mean=3.7500) and that Innovative IT strategies and e-business improved competitiveness (Mean=3.5615).The results are as shown in Table 4.6 below.

Table 4.6: Information Technology Resource and Strategy Implementation

Statement	Mean	Std. dev
Information Technology infrastructure facilitates achievement of business objectives	4.0765	.91327
We have implemented IT effectively to facilitate strategy implementation	3.7500	.81726
Innovative IT strategies and e-business improve competitiveness	3.5615	.91547

4.5.3. Financial Resources and Strategy Implementation

The findings shows that the respondents agreed that; use of budget as an evaluation and control tool ensured meeting of deadlines (Mean=3.8824); funds allocation enhanced achievement of sufficient results (Mean=3.6794) and budgeting influenced achievement of goals (Mean=3.6176). This implies that resource allocation to a great extent influenced the strategy implementation in organizations. The results are as shown in Table 4.7 below.

Table 4.7: Financial Resources and Strategy Implementation

Statement	Mean	Std. dev
Use of budget as an evaluation and control tool ensures meeting of deadlines	3.8824	.85570
Funds allocation enhances achievement of sufficient results	3.6794	.94388
Budgeting influences achievement of goals	3.6176	.99295

4.6 Organizational Culture on Strategy Implementation

The respondents were asked to indicate their level of agreement on statements related to influence of organizational culture on strategy implementation. Their responses were rated on a five point Likert scale from 1(strongly disagree) to 5(strongly agree). The mean and standard deviations were generated from SPSS.

Standard deviation was used to indicate the variation or "dispersion" from the "average" (mean). A low standard deviation indicates that the data points tend to be very close to the mean, whereas high standard deviation indicates that the data is spread out over a large range of values.

4.6.1 Performance and Organizational Culture

The findings above shows that the respondents agreed that; the organization had a culture of tolerating risks (Mean=3.7941); employees in organization were motivated by use of rewards (Mean=3.7647) and the management related well with juniors in the organization (Mean=3.7412) and that there was no considerable power distance between the upper and lower cadres in the organization (Mean=3.7353). Additionally the organization provided a friendly customer-centered service (Mean=3.7344); the organization tolerated new ideas (Mean=3.6912).Results are as illustrated in Table 4.8 below.

Table 4.8: Performance and Organizational Culture

Statement	Mean	Std. dev
My organization has a culture of tolerating risks	3.7941	.78339
Employee in my organization are motivated by use of rewards	3.7647	.81254
The management relates well with juniors in my organization	3.7412	.78002
There is considerable power distance between the upper and lower cadres in the organization	3.7353	.92426
My organization provides a fun and friendly customer-centered environment	3.7344	.92426
My organization tolerates new ideas	3.6912	.77762

4.6.2 Aligning Organizational Culture and Strategy Implementation

The findings above shows that the respondents agreed that; the organization shows respect for a diverse range of opinions, ideas and people (Mean=3.9620); the organization had missions and visions statement (Mean=3.9087); the organization stuck to its mission vision and values all the time. (Mean=3.8941) and risk tolerance helped in strategy implementation in the organization (Mean=3.8412).

Further the findings showed that the power distance in the organization is a hindrance to strategy implementation (Mean=3.8376); the organization has a culture of tolerating risks (Mean=3.7941); the tolerance of new ideas enhanced strategy (Mean=3.7811); there was clarity of vision, mission and values among employees throughout the enterprise (Mean=3.7265); employees at all levels firmly understood their individual and inter-dependent roles in attaining the corporate vision (Mean=3.6822) and there was strong alignment between employee attitudes and strategic goals and objectives (Mean=3.6265). Results are as illustrated in Table 4.9 below.

Table 4.9: Aligning Organizational Culture and Strategy Implementation

Statement	Mean	Std. dev
My organization shows respect for a diverse range of opinions, ideas and people (allows employee participation in decision making)	3.9620	.59851
My organization has mission and vision statement	3.9087	.57149
The organization sticks to its mission vision and values all the time.	3.8941	.91519
Risk tolerance helps in strategy implementation in my organization	3.8412	.78132
The power distance in my organization is a hindrance to strategy implementation	3.8376	.59851
The tolerance of new ideas enhances strategy	3.7811	.78339
There is clarity of vision, mission and values among employees throughout the enterprise	3.7265	.92247
Employees at all levels firmly understand their individual and inter-dependent roles in attaining the corporate vision	3.6822	.63062
There is strong alignment between employee attitudes and strategic goals and objectives.	3.6265	.93547

This implies that organizational culture to a great extent influenced the strategy implementation in organizations.

4.7 Inferential Statistics

The study further applied general linear model to determine the predictive power of the independent variables in strategy implementation. This included regression analysis, the Model and coefficient of determination. The researcher applied the statistical package for social sciences (SPSS V 22.0) to code, enter and compute the measurements of the multiple regressions for the study.

Coefficient of determination (R^2) explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable (strategy implementation) that is explained by all the three independent variables (Leadership, Resource allocation and Organizational culture).

Table 4.10: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	. 790[a]	.625	.758	. 28562

a. Predictors: (Constant), Leadership, Resource allocation, Organizational culture

The three independent variables in the study influence 75.8% of the strategy implementation at KCB Kenya as represented by the R^2. This therefore means that other factors not studied in this research influence 24.2% of strategy implementation at KCB Kenya. Therefore, further research should be conducted to investigate the other factors that influence 24.2% of strategy implementation at KCB Kenya.

Table 4.11: ANOVA of Regression

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.424	8	.303	13.497	.000[b]
	Residual	44.642	202	.221		
	Total	47.066	210			

a. Dependent Variable: Strategy Implementation

b. Predictors: (Constant), Leadership, Resource allocation, Organizational culture

The significance value is 0.000 which is less than 0.05 thus the model is statistically significant in predicting how leadership, resource allocation and organizational culture influenced the Strategy Implementation at KCB Kenya. The F critical at 5% level of significance was 13.497. Since F calculated is greater than the F critical, this shows that the overall model was significant.

Table 4.12: Coefficient of Determination

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.192	.114		3.443	.001
	Leadership	.539	.130	.300	2.066	.021
	Resource allocation	.782	.106	.117	2.707	.002
	Organizational Culture	.661	.093	.146	3.739	.006

a. Dependent Variable: Strategy Implementation

Multiple regression analysis was conducted to determine the extent to which each independent variable influences the Strategy Implementation at KCB Kenya. The table above shows that all the independent variables were significant predictors of Strategy Implementation at KCB Kenya $p<0.05$. As per the SPSS generated table above, the regression equation is: ($\mathbf{Y} = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon$) becomes:

($Y= 1.192+ 0.539X_1+0.782 X_2+ 0.661X4+\varepsilon$

According to the regression equation, taking all factors (leadership, resource allocation and organizational culture) to be constant at zero, strategy implementation will be 1.192. The data findings analyzed also shows that taking all other independent variables at zero, a unit increase in resource allocation leads to a 0.782 increase in Strategy Implementation; a unit increase in organizational culture will lead to 0.661 increase in strategy implementation, while a unit increase in leadership will lead to a 0.539 increase in strategy implementation. This infers that Resource allocation contributes most to the Strategy Implementation followed by organizational culture and leadership respectively. At 5% level of significance and 95% level of confidence, the significance values for the four factors were as follows; Resource Allocation (0.002); Organizational Culture (0.006); Leadership (0.021).

The significance values obtained indicate that the most significant factor influencing strategy implementation in organizations was Resource Allocation, followed by Organizational Culture and Leadership respectively.

4.8 Chapter Summary

The present chapter has analyzed the results and findings as obtained from the field. Findings have been presented in frequencies, percentages, means and standard deviations as well as through inferential statistics. The following chapter presents the summary of key findings, discussion of findings, conclusions and recommendations.

CHAPTER FIVE

5.0 DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

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

5.2 Summary

The general purpose of the study was to examine the factors that affect implementation of strategic plans in organizations in Kenya: a case of KCB bank Kenya. The specific research questions that guided the study were: to examine the influence of leadership on strategic implementation, to examine the effect of resource allocation on strategic implementation, and finally to examine how organization culture affects Strategic Management.

The target population for this study were respondents in charge of the strategy implementation process at KCB Bank Kenya; it was a stratified population since it was heterogeneous with distinct variations. They summed up to 1,330 members of staff who comprised top leadership, senior management, middle level management and assistant managers that were charged with Operationalization of strategy implementation in over 200 branches in Kenya The study employed descriptive research design. This design enabled the researcher to define dependent and independent variable studied. The target population of the study was 17 top management staff, 70 senior level managers and 600 middle level managers and 643 assistant managers. The sampling frame for the study was management employees working at KCB Bank Kenya. In addition, this sampling frame was provided by KCB Bank Kenya Human Resources Division. Stratified sampling technique was used to select the respondents from the four different selected categories of staff of KCB Bank Kenya. The researcher used this technique by dividing the sample into different strata at the organization, the divisions being according to respective job categories. Yamane (1967) provides a simplified formula to calculate sample sizes. A 95% confidence level and e = 0.05 are assumed. This is the formula the researcher adopted to determine sample size of 308. The sample sizes of the study were 4 top management staff, 16 senior level managers and 139 middle level managers and 149 assistant managers, making in total 308. The sampling frame should be adequate, complete, non-duplicated, accurate and convenient. This study focused on the collection and analysis of primary data. It administered a structured close-ended questionnaire and a few opened ended questions to the respondents as a data collection tool. The study tool utilized a five-point Likert scale to ask respondents to express their opinion on given statements. The researcher developed the questionnaire and through a letter of introduction sought from United States International University – Africa, Chandaria School of Business. The questionnaire was pilot tested, then reviewed, revised and recommended accordingly. It was dropped off to the respondents and picked up three days later whereas the emailed ones were realized after five days. The researcher followed up with a phone for questionnaires administered in the branches. The researcher further conducted both descriptive and inferential statistics in order to establish the relationship between the independent and the dependent variables respectively.

The study found out that majority of respondents have been in the KCB Bank Kenya for quite some time (10 to 15 years) and could therefore identify the influence of organization practices on strategic plans implementation. The study found that KCB Kenya observed the universal strategy implementation guidelines. In realizing the goals in implementing of strategic plans there are several factors that affected the process and this study specifically paid attention on three factors namely; leadership, resource allocation and organizational culture. The three factors studied were found to have a significant effect on the implementation of strategic plans.

It was established that leadership had an effect on strategic plans implementation in KCB Bank Kenya. The study found out that the respondents agreed that; Leadership ensured continuous monitoring of the progress in strategy implementation (Mean of 4.0441); Leadership's commitment to the strategic direction itself is the most important factor. It also ensured increased responsiveness and flexibility towards strategy implementation which in turn increased organizational and individual performance towards strategy implementation (Mean of 3.9037).

Allocation of resources too influenced the implementation of strategic plans in KCB Bank Kenya. Information technology infrastructure facilitated achievement of business objectives (Mean of 4.0765) and the organization's ability to integrate, build, and reconfigure its resources to match the constantly changing organizational needs (Mean of 3.9118) was a major contributor in strategic implementation process.

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

5.3 Discussion

5.3.1 Leadership and Strategy Implementation

The study found that the leadership ensured continuous monitoring of the progress in strategy implementation; encouraged employees to actively participate in the implementation of strategy in the organization and actively empowered employees. Further the study found that employees are allowed by their leaders to participate in decision making and that the management ensured increased responsiveness and flexibility towards strategy implementation which in turn increases organizational and individual performance towards strategy implementation. In addition the study found leadership demonstrates flexibility in making decisions thereby encourage individual growth and development of employees and promotes creativity and inventiveness at the workplace.

Also leadership improved employees' performance and expedited strategy implementation and delegated authority. There was increased motivation and commitment towards strategy implementation and delegation of powers to subordinates in the organization strongly existed. Further the study found that management ensured delegation of duties which enhances the achievement of the organization’s strategy implementation objectives and allowed employees to use discretion in decision-making process.

The results confirmed that of Tracey and Hinkin (2012), transformational leadership has direct impact on staff‘s perception of role and mission clarity and these observations subsequently impact follower perceptions of leader efficiency. This finding is consistent with that of Joo *et al.*, (2012) who discovered that transformational leadership was related with very high self-evaluations that include efficacy, high self-realize, and high control locus and stability in emotions that foster commitment within the organization. The commitment he adds fosters the level of openness bringing about creativity forth betterment of the organization.

This corresponds to Smith and Kofron (2009) who believe that top managers play a critical role in the management – not just the formulation – of strategy. Similar to the study findings, Kodali, (2001) opined that successful strategic planning implementation requires a large commitment from executives and senior managers, whether the strategic planning is occurring in a department or in a complete organization.

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

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

Further, Ogonge (2013) found that while looking at the practice of management observes that managers (or business leaders) are the basic and scarcest resources of any enterprise.

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

Similarly, the hypothesis results informed that of Trautmann, Maher, and Motley, (2007) who supported the construction learning and transformational leadership finding a very positive relationship between learning and transformational leadership. They also concluded that transformational leaders not only encourage learning but should bring as much as possible strategies that will support them incorporate learning.

5.3.2 Resource Allocation and Strategy Implementation

In addition the study found that resource allocation determines achievement of results; Poor human and physical resources affect realization of goals. Moriart (2014) found that committed staff do not attach a lot of value in the pay. A firm that is just interested in increasing profitability or a firm that has financial crisis can bank on staff that even though salaries are reduced in which case expenses are lowered, the staff will still remain in the organization.

The organization had implemented IT effectively to facilitate strategy implementation and that monitoring resources influenced attainment of results. In addition the study found that innovative IT strategies and e-business improved competitiveness and that leadership commitment influenced attainment of results. The study found that information technology infrastructure facilitated achievement of business objectives and that the organization had the ability to integrate, build, and reconfigure its resources to match the constantly changing organizational needs .The of use of budget as an evaluation and control tool ensures meeting of deadlines of goals. Funds allocation enhances achievement of sufficient results and that budgeting influenced achievement. Further Zhout *et al.*, (2008) found that job satisfaction had a significant relationship with return on Assets. They argue that satisfied human resource is more productive in its jobs, have a strong feeling of participation and involvement, and this elevates the goals and behavior to high levels.

The study sought to find out whether resource allocation at KCB Kenya inclined to the realization of strategy implementation. The study findings revealed that misappropriation of allocated funds toward strategy implementation significantly influenced strategy implementation. That coupled with the fact that revenue efficiency and budget allocations influenced implementation of strategy. According to Bateman and Zeithman (1993), a pattern of actions and resource allocations designed to achieve the goals of the organization is what is referred to as a strategy. The quantity of resources a form possess accessibility of the resources, its allocation has a substantial role in strategy implementation. Gerry, Scholes & Whittington (2008), view strategy as the range and way of an organization over the future, which attains benefit for the organization through its alignment of resources within a dynamic environment, and accomplish stakeholders' prospects. Gakenia (2008) pursued the factors that influence strategy implementation at Kenya Commercial Bank. The study exhibited that resources, management support and the organization structure influenced strategy implementation at KCB. To a large extent.

Resource allocation is a dominant management action that permits strategy execution. The genuine worth of any resource allocation framework is in the subsequent achievement of a firm's goals. Various elements forbid successful resource allocation, stringent policies on resources, too much focus on short-term financial standards, politics of a firm, ambiguous strategy objectives, being risk averse, and inadequate know-how.

Human resource personnel is the fundamental strategic resource in the process of strategy implementation According to Kirui (2013); thus it is crucial for firms to meritoriously apply the knowledge of their workforce at the exact places. Strategic management permits resources to be apportioned according to significance recognized by yearly goals.it is injurious to strategy implementation and to organizational success when resources are apportioned in ways not consistent with priorities according to (Bryson, 2011). Bryson further reckons successful resource allocation does not warrant fruitful strategy implementation as its process is greatly influenced by commitment controls personnel and frameworks.

5.3.3 Organizational Culture and Strategy Implementation

The study found that the organization shows respect for a diverse range of opinions, ideas and people; the organization had missions and visions statement which they stuck to all the time and that risk tolerance helped in strategy implementation in the organization. Further the study found that the power distance in the organization is a hindrance to strategy implementation and that the organization had a culture of tolerating risks as well as the tolerance of new ideas enhanced strategy. Moreover employees in the organization were motivated by use of rewards.

The study also found that management related well with juniors in the organization and that there was a considerable power distance between the upper and lower cadres in the organization and that the organization provided a friendly customer-centered service. There was clarity of vision, mission and values among employees throughout the enterprise the organization tolerated new ideas and that employees at all levels firmly understood their individual and inter-dependent roles in attaining the corporate vision. There was strong alignment between employee attitudes and strategic goals and objectives.

In line with the study findings, Geldine, (2012) noted that for a strategy within an organization to develop and be implemented successfully, it must fully align with the organizational culture. Lack of synergy between strategy and culture may obstruct the smooth implementation of strategy by creating resistance to change. Aosa (1992) states that it is important that the culture of an organization be compatible with the strategy being implemented because where there is incompatibility between strategy and culture, it can lead to a high organizational resistance to change and demotivation, which in turn can frustrate the strategy implementation effort.

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

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

Ahmadi et al. (2012) researched on the correlation between Organizational Culture and Strategy Implementation: Typologies and Dimensions concluded that there is sufficient evidence linking cultural traits and organizational effectiveness. The findings show that clan culture affects significantly on strategy implementation. It shows how the nature of culture is diverse and knowledgeable managers should not ignore the aspects of culture and in turn would have productive and efficient functions to implement their strategy. Also, Muthoni (2013) in her study on Effects of Organizational Culture on Strategy Implementation in Commercial Banks in Kenya found that 75% of commercial banks in Kenya uphold culture of dynamism, entrepreneurship and creativity at work. Majority of these commercial banks in Kenya have adopted the cultures that are flexible in dynamic work environments. This culture is grounded in strategy supportive values, practices and behavioral norms add to the power and effectiveness of a company's strategy execution effort. The study which used both primary and secondary data showed that majority of commercial banks are more interested in upholding their organizational cultural values than work.

5.4 Conclusion

5.4.1 Leadership and Strategy Implementation

The study concludes that the leadership ensured continuous monitoring of the progress in strategy implementation; encouraged employees to actively participate in the implementation of strategy in the organization and actively empowered employees. Further the study concludes that employees are allowed by their leaders to participate in decision making and that the management ensured increased responsiveness and flexibility towards strategy implementation which in turn increases organizational and individual performance towards strategy implementation. In addition the study concludes leadership demonstrates flexibility in making decisions thereby encourage individual growth and development of employees and promotes creativity and inventiveness at the workplace. Further the study concludes that leadership improved employees' performance and expedites strategy implementation and delegated authority. There was increased motivation and commitment towards strategy implementation and delegation of powers to subordinates in the organization strongly existed. Further the study concludes that management ensured delegation of duties which enhances the achievement of the organization's strategy implementation objectives and allowed employees to use discretion in decision-making process.

5.4.2 Resource Allocation and Strategy Implementation

The study concludes that information technology infrastructure facilitated achievement of business objectives and that the organization had the ability to integrate, build, and reconfigure its resources to match the constantly changing organizational needs .The of use of budget as an evaluation and control tool ensures meeting of deadlines . In addition the study concludes that resource allocation determines achievement of results; the organization had implemented IT effectively to facilitate strategy implementation and that monitoring resources influenced attainment of results. Further the study concludes that funds allocation enhances achievement of sufficient results and that budgeting influenced achievement of goals. Poor human and physical resources affect realization of goals. In addition the study concludes that innovative IT strategies and e-business improved competitiveness and that leadership commitment influenced attainment of results.

5.4.3 Organization Culture and Strategy Implementation

The study concludes that the organization shows respect for a diverse range of opinions, ideas and people; the organization had missions and visions statement which they stuck to all the time and that risk tolerance helped in strategy implementation in the organization. Further the study found that the power distance in the organization is a hindrance to strategy implementation and that the organization had a culture of tolerating risks as well as the tolerance of new ideas enhanced strategy. Moreover employees in the organization were motivated by use of rewards.

The study also concludes that management related well with juniors in the organization and that there was a considerable power distance between the upper and lower cadres in the organization and that the organization provided a friendly customer-centered service. The study concludes that there was clarity of vision, mission and values among employees throughout the enterprise the organization tolerated new ideas and that employees at all levels firmly understood their individual and inter-dependent roles in attaining the corporate vision and goals.

5.5 Recommendations

5.5.1 Recommendations for Improvement

5.5.1.1 Leadership and Strategic Plans Implementation

The study also recommends that autonomy to be encouraged during the implementation process. This will ensure that the employees use their expertise to make decisions which does not necessary require management approval and the process becomes continuous all through.

5.5.1.2 Resource Allocation and Strategic Plans Implementation

Further the study recommends that software updates and ICT maintenance to be taking place regularly in order to repair the broken parts and that way loss of information would have been dealt with. Manual opening of accounts, depositing and withdrawing should be done away with and only retained as an option for exceptional cases which would be determined on a case by case basis. Increased technical support and partnering with stakeholders such as cyber cafes would cater for those bank customers with little internet knowledge and limited internet connectivity.

5.5.1.3 Organizational Culture and Strategic Plans Implementation

The study recommends that the organization adopt a horizontal communication channel in transmitting information on the implementation of strategies. This will ensure that strategy implementation information reaches all the stakeholders at the same time therefore reducing delays in the production process.

5.5.2 Recommendations for Further Studies

During the study the researcher came across areas that would be interesting for further investigation. The study recommends that the same study be done on the county governments. This will lay more light on the main reasons for the failed implementation of projects and strategies. The study recommends that a study be done on the role of employees at KCB on the reverse logistics on competitiveness. This would help in determining the extent of influence of the employees on the adoption and use of reverse systems. Further the study recommends that a study be done on the factors that influence the procurement processes in government corporations.

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APPENDICES

Appendix I: Cover Letter

Susan Kimani,
United States International University – Africa,
P.O. Box 14634 - 00800, Nairobi – Kenya.

Dear Respondent,

RE: RESEARCH PARTICIPATION

I am a graduate student at the above mentioned institution pursuing a Masters of Business Administration program. I am currently conducting a research on "Factors that affect implementation of strategic plans: A Case of KCB Bank Kenya". The results of the survey will be instrumental in knowing the principle factors that affect strategy implementation at KCB Bank Kenya.

I am humbly requesting for your participation which will facilitate the achievement of the above mentioned study. This is an academic research and I assure you that confidentiality will be strictly adhered to. Kindly spare some minutes to fill the questionnaire attached.

Yours Sincerely,

Susan Kimani

Appendix II: Questionnaire

You are requested to provide answers to these questions with honesty. Responses to these questions will be treated with confidentiality therefore your name is not required anywhere. Please tick (√) where appropriate or fill in the required information on the space provided.

SECTION 1: Demographic Information

1. Gender

   1. Male ( ) 2.Female ( )

2. What is your Age?

   1. 18-24 ( ) 2.25 – 34years ( ) 2.35 – 44years ( ) 3.45 – 54years ( ) 4.55 and above ( )

3. What is your highest qualification achieved?

   1. Diploma ( ) 2.Under Graduate Degree ( ) 3.Post Graduate ( ) 4.PhD ( )

3. How long have you worked with the organization?

   1. Less than 1 year [ ] 2.2-5 years [ ] 3.6-10 years [ ] 4.10-15 years [ ] 5.16 and above [ ]

4. What is your designation in the organization? ________________________________

SECTION 2: Effect of Leadership and Strategy Implementation

5. This section describes aspects of leadership. For each item, tick the box that best denotes the nature of leadership style exhibited by your immediate supervisor in the organization and level of agreement. Use a scale of 1-5 where 1 = Strongly Disagree, 2 = Disagree, 3 = Not Sure, 4 = Agree, and 5 = Strongly Agree.

	Statement	**1**	**2**	**3**	**4**	**5**
	My immediate Supervisor:					
1	Actively empowers employees					
2	Encourages creativity and inventiveness at the workplace					
3	Allows employees to use discretion in decision-making process					
4	Demonstrates flexibility in making decisions					
5	Delegates authority					
6	Encourages individual growth and development in employees					
7	Employees are allowed by their leaders to participate in decision making					
8	Organizational leadership roles are shared by staffs in your organization					
9	Delegation of powers to subordinates in your organization strongly exists					
10	Encourages employees to actively participate in the implementation of strategy in the organization					
11	Ensures delegation of duties which enhances the achievement of the organization's strategy implementation objectives					

12	Improves employees performance and expedites strategy implementation					
13	Increases motivation and commitment towards strategy implementation					
14	Increases responsiveness and flexibility towards strategy implementation which in increases organizational and individual performance towards strategy implementation					
15	Ensures continuous monitoring of the progress in strategy implementation.					

SECTION 3: Effect of Resource Allocation on Implementation of Strategic Plans

6. Indicate your level of agreement on the following statements regarding the effect of resource allocation on implementation of strategic plans in your organization. Use a scale of 1-5 where 1 = Strongly Disagree, 2 = Disagree, 3 = Not Sure, 4 = Agree, and 5 = Strongly Agree.

	Statement	**1**	**2**	**3**	**4**	**5**
1	The organization has the ability to integrate, build, and reconfigure its resources to match the constantly changing organizational needs					
2	Resource allocation determines achievement of results					
3	Budgeting influences achievement of goals					
4	Lack of human and physical resources affect realization of goals					
5	Leadership commitment influences attainment of results					
6	Monitoring resources influences attainment of results					
7	Funds allocation enhances achievement of sufficient results					

8	Use of budget as an evaluation and control tool ensures meeting of deadlines					
9	We have implemented IT effectively to facilitate strategy implementation					
10	Innovative IT strategies and e-business improve competitiveness					
11	Information Technology infrastructure facilitates achievement of business objectives					

SECTION 4: Effect of Organizational Culture on Implementation of Strategic Plans

Organizational Culture

8. In your opinion, to what extent do you think organization culture influence strategy implementation?

   Not at all [ ] Little extent [ ] Moderate extent [ ] Great extent [ ]

   To a very great extent [ ]

11 What is your level of agreement with the following statements regarding organization culture and strategy implementation? Use a scale of 1 to 5 where 1 = to strongly disagree and

5 = strongly agree.

		1	**2**	**3**	**4**	**5**
1	My organization has missions and visions statement					
2	My organization shows respect for a diverse range of opinions, ideas and people (allows employee participation in decision making)					
3	My organization has a culture of tolerating risks					
4	There is considerable power distance between the upper and lower cadres in the organization					
5	My organization tolerates new ideas					
6	Risk tolerance helps in strategy implementation in my organization					

7	The power distance in my organization is a hindrance to strategy implementation					
8	The tolerance of new ideas enhances strategy implementation					
9	Employee in my organization are motivated					
10	The management relates well with juniors in my organization					
11	My organization provides a fun and friendly customer-centered environment					
12	There is clarity of vision, mission and values among employees throughout the enterprise					
13	Employees at all levels firmly understand their individual and inter-dependent roles in attaining the corporate vision					
14	There is strong alignment between employee attitudes and strategic goals and objectives.					
15	The organization sticks to its mission vision and values all the time.					

12. In your opinion, in what ways do you think organization culture influences strategy implementation?

……………………………………………………………………………………………

Thank you for your participation!!!