

**ORGANIZATIONAL FACTORS INFLUENCING IMPLEMENTATION OF
STRATEGIC PLANS IN UNIVERSITIES IN MOUNT KENYA REGION, KENYA**

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DECLARATION

This is my original research project and has not been presented elsewhere for a degree or any other award.

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DEDICATION

I dedicate this work to my parents, Mr. Cyrus Mureithi and Mrs. Joyce Mureithi for their support throughout my life and for believing in me.

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ACRONYMS AND ABBREVIATIONS

CEO:	Chief Executive Officer
CUE:	Commission for University Education
ERS:	Economic Recovery Strategy
GoK:	Government of Kenya
ICT:	Information Communication Technology
LDCs:	Least Developed Countries
NACOSTI:	National Commission for Science, Technology and Innovation
NPM:	New Public Management
SAPs:	Structural Adjustment Programmes
SI:	Strategy Implementation
SWOT:	Strengths, Weaknesses, Opportunities and Threats
UoEM:	University of Embu
USA:	United States of America
USSR:	United Soviet Socialist Republic

DEFINITION OF TERMS

- Implementation:** It is the awareness of an action or enactment of a plan, idea, model or policy.
- Organizational Factors:** It refers to factors that are either within or without an organization.
- Organizational Leadership:** It refers to a process of influence in which top management can mobilize help and guidance of others to complete a task. In this study, it refers to how top management organizes staff in achieving the implementation of the strategic plan.
- Organizational Culture:** It refers to organizational values, visions, norms, language systems, symbols, beliefs, and habits. It determines the way people perceive adjustments and procedures laid to them in the strategic plan.
- Organizational Resources:** It refers to the proper utilization of organization assets, information, human and financial resources.
- Organizational Structure:** It refers to the division of work, tasks, and responsibilities, amongst the members of the organization and therefore organizing the coordination of tasks to direct them to achieve goals and objectives.
- Strategy:** It is the craft of organizing and mobilizing resources for the most efficient and effective use.
- Strategic Planning:** It is an organizational process of defining a strategy and mobilizing resources to pursue that strategy. It can extend to control systems for guiding the execution of strategy.

Strategic Management: Refers to the set of management decisions that determine the end goal of an organization.

Mount Kenya Region: It refers to the Eastern part of Kenya consisting of the following counties: Embu, Tharaka Nithi, Kirinyaga, Meru, Nyeri, and Muranga.

ABSTRACT

In this period of globalization when the world is consistently experiencing numerous rapid changes in various grounds, the atmosphere that the organizations operate on is dynamic and unstable. This has led to strategic planning to facilitate an organizational framework that necessitates changes and gain a competitive edge. In this study, the main objective was to establish influential factors of strategic plans implementation in universities a case of universities in the Mount Kenya region. Guiding the study was the following general objective: to establish the influence of organizational factors on the implementation of strategic plans in universities in the Mount Kenya region. Previous studies concurred that good strategies have been written but very little done to achieve implementation. This led to studying Organizational Factors that influence Implementation of Strategic Plans in Universities in Mount Kenya Region. Research design used in this study was descriptive cross-sectional survey, the research design was used to observe and describe the behavior of a person without influencing the respondent. The study's target population was 295 heads of departments from the 8 universities in the Mount Kenya Region. A sample of 170 respondents was made possible by using purposive sampling technique and stratified random sampling. The questionnaire used closed-ended questions for data collection. Analysis of data was then done using content analysis and descriptive statistics and then presented through percentages and frequencies. The study carried out a correlational analysis to ascertain the relationship and strength of associations between implementation of strategic plans, organizational leadership, organizational culture, organizational resources, and organizational culture. The study established that organizational leadership, organizational structure, organizational resources and organizational culture influence implementation of strategic planning in Universities in the Mount Kenya region. The study provides stakeholders in universities with a picture of factors affecting the process of implementation of strategic plans such as organizational structure, organizational leadership, organizational resources and organizational strategy that would promote the implementation of the strategic plans. The study is also useful to employees who are the implementers of the stipulated strategic plan because they did understand what strategies to do away with or how the relevant strategies were to be communicated, accessed, monitored and evaluated for smooth implementation.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In this period of globalization when the world is consistently experiencing changes in various scopes, the organization environment that has operations is now dynamic and unstable. Strategic planning was then applied to provide a framework allowing organizations to cope with changes and gain a competitive edge (Nickols, 2016). Strategic planning is a key practice for any firm working towards producing good results and avoiding bad implications. It involves several processes from environmental scanning to execution. Strategy implementation affects the organization, especially on service companies which have different nature than other kinds of organizations; the importance of this issue gets more highlighted (Ofori & Atiogbe, 2012).

Formulating a strategy consistently is a challenging task for a manager implementing that strategy to ensure it works is more difficult. Organizational factors can affect the process of turning strategic plans into results. Strategic implementation has been seen to follow through various systems for successful implementation. It is not surprising that, after a comprehensive strategy or single strategic decision has been formulated, significant difficulties usually arise during the subsequent implementation process (Nyakeriga, 2015). Strategic plan implementation is a major undertaking in both private and public universities in Kenya. Successful strategic plan implementation is a significant aspect that contributes to the growth of universities and the overall performance of the universities.

1.1.1 Strategic Plan Implementation

Strategic plan implementation falls within a realm of strategic management which is the application of strategic thinking to doing the business of an organization. The implementation process focuses on entire organizations whereby companies identify future opportunities and survival (Chapman, 2002). Ahuja, Khamba & Choudhary, R. (2006) studied strategic decisions in organizations in USA and Canada and the

conclusion was that half of the strategic decisions failed to attain their initial goals and objectives based on problems encountered while implementing their strategic plans. Strategy implementation is a key challenge to organizations. The challenges range from persons who implement or communicate strategic plans to systems in place for coordination and control of plans. Chew (2009) on the other hand identified the challenge of goals and strategy pursued by top management not been clearly understood by unit managers based at the periphery. Friedman (2003), points out challenges as lack of stakeholder commitment, strategic drift, and failure to understand progress and failing to celebrate success among others.

According to Zaribaf and Baryami (2010), the majority of large organizations had problems implementing strategic plans. Strategic implementation requires the efforts of top management and employees collaboration. While the strategic formulation is a top-down endeavor, implementation is a synergy of all levels and departments within the organization. Some empirical analysis relates the strategy implementation environment with the degree of success in strategy implementation. Some studies show that the failure rate in strategy implementation may go as high above 70% due to lack of supportive organization environment. Magnusson, J., Nilsson, A., and Carlsson, F. (2004), in spite of this reality most attention has been given to strategy formulation process ignoring the role of implementation activities. In Africa, up until the mid-1980s, many public sector organizations in most developing countries and especially Africa was perceived to be manifestations of inefficiency and ineffectiveness. (Grundy,1998) Funding was more or less guaranteed by successive governments. The public sector was characterized by rigid bureaucratic structures, organizational life more predictable and the existing culture worked against innovation and risk-taking. Strategic planning, management, and change were alien concepts, there was little need to ensure that, in the interests of organizational performance, and the organization achieved a "good fit" with its environment.

Governments and all other partners work collectively to ensure quality in their education regardless of cultural ethnicities, sex, background, scope, and origin. These factors can only be evaluated and answered by developing policies that define gender,

wealth, location, language, ethnicity or social or cultural origins. The Kenya education sector through the Government of Kenya from 2003 worked on strategic plans by forming reforms at all levels by asking the status of where we were and where we are currently. Lewa M, Mutuku S and Mutuku M (2009). These questions help in evaluating micro and macro- environments, examine competitive pressures, carry out a SWOT analysis and identify strategic issues. This leads to developing strategic plans to tackle these issues.

However, in Kenya like most African states, more or less unlimited government funding has ended by the close of the 1980s with the introduction of structural adjustment programs (SAPs) imposed on government by the socio-political community due to changing socio-economic and political forces after the collapse of United Soviet Socialist Republic (USSR). Need for change was also occasioned by persistent demands for change and value for money by the public alongside this there was a shift in values from traditional public administration to new public management (NPM) characterized by the adoption of private-sector concepts and styles and public sector concepts.

Implementation of strategic plans will be measured as per indicators including, development period of strategic plans, implementation period of strategic plans, growth in performance during strategic planning, conducive work environment, goals and objectives of the implementation process, timeframe used to achieve goals and objectives of strategic plans, stakeholders involvement in strategic planning and capacity used to create strategic plans.

1.1.2 Organizational Factors concerning Implementation of Strategic Plans

Top managers must communicate their policies and guidelines to their employees. (Miller K, 2003) Communication led to the development of strategic plans by the government in the Education Sector in 2003. Communication if done properly helps in the successful implementation of the strategic planning process because employees feel part and parcel of the planning. The type of leadership also enables understanding and successful implementation of planning when employees are allowed to have an input

into it. Organizational structure works best when employees and managers understand their roles in the organization. An organization is successful if a synergy is created. This means where activities are integrated across and within departments (Zhou, 2011). A strategic plan should be less difficult to implement if departments work together. The technology exists to enable departments to work faster. Organization resources such as an enterprise resource planning system enable information, communication technology to integrate with human resources, admissions, finance and accommodation offices. When resources are that critical such as the enterprise resource planning system are provided then the implementation of strategic plans is easier. Ownership of the strategic plan is important for the implementation to take place. Employees must be able to access, understand and sell it to any of their stakeholders. Top managers must be accountable for what is documented in the plan for it to be said to be successfully implemented.

The Organizational Factors include Organizational Leadership, Organizational Structure, Organizational Resources and Organizational Culture. The indicators used to measure Organizational Leadership include communication of strategic plans, availability of strategic plans, commitment towards strategic plans, understanding the benefits of strategic plans to employees. The indicators used to measure Organizational Structure include specification of roles of strategic plans, organizational structure levels, decision making of strategic plans. The indicators used to measure Organizational Resources are active participants in the implementation of strategic plans, embracing teamwork among employees, budget allocation, completion of projects, time and review of strategic plans. The indicators used to measure Organizational Culture include feeling a part of the implementation of strategic plans, accepting changes in strategic plans, integration of activities, ownership of strategic plans by management and employees.

1.1.3 Universities in Mount Kenya Region

The Commission for University Education (CUE) was established under the Universities Act, No. 42 of 2012, its role is to regulate education in universities. The Commission ensures the quality of programs is adhered to and approves academic programs across Universities in Kenya. The strategic plan provides an insight of all resources needed to achieve its role and directive of accreditation and also of regulation of education in Kenyan Universities. During the strategic plan preparation process, the CUE involved its stakeholders through consultations and public participation. The Strategic Plan from 2014- 2018 period has been created to provide strategic guidance for CUE for its period. The plan is aligned to national development priorities as detailed in Vision 2030 and the Medium Term Plan (2013 - 2018) and will operate within the current policy framework for Education, Research and Training in Kenya. Strategic plan focuses on continuous reforms in education sector particularly Universities under Universities act No. 42 of 2012 and University Regulations 2014. The strategic plan highlights the focus of mobilizing resources to achieve its role of accreditation and approval of academic programs in Kenyan Universities. CUE involved internal and external stakeholders in preparing the strategic plan through discussions and inclusivity with its activities. The implementation matrix is a tool used to monitor, analyze, evaluate and execute progress of successful implementation Universities in Mount Kenya Region are focusing on implementing the strategic plans effectively to achieve competitive advantage and improve their performance. It is well known that each county has a constitutional right of employing its residents from within. Therefore like any other county trying to create employment and grow minds through learning and education, the universities in Mount Kenya Region were strategically placed and they include; University of Embu, Chuka University, Meru University of Science and Technology, Karatina University, Kirinyaga University, Muranga University of Technology, Dedan Kimathi University and Kenya Methodist University. However, poor implementation of the strategic plan makes it ineffective.

1.2 Statement of the Problem

In 2003, the Government initiated reforms aimed at improving performance of public service by introducing strategic plans based on government's development plan, Vision 2030 and the Medium Term Plan (2013 - 2018) and will operate within the current policy framework for Education, Research and Training in Kenya. The plan focuses on changes in education specifically universities as articulated in its act. The plan provides a guide and allocation of resources needed to meet CUE's mandate of accreditation of all Universities in Kenya. The Strategic Plan was meant to improve organizational performance through planning, organizing, directing, controlling, coordination of various functions and activities of the organization within available resources and are focused on the attainment of key priority national goals and integrate it with its external environment besides taking into consideration its future (GOK, 2003). Currently, the universities in the Mount Kenya region are developing strategic plans that take five years to implement. Implementation of strategic plans is very important in institutions of higher learning and universities when universities fail to effectively implement their strategic plans, a gap is developed that makes it difficult to accomplish strategic goals.

A study by Kiprop (2009), investigating challenges of implementing strategy at the Kenya Wildlife service found out that an organization should focus on control mechanisms of employees and formal organizational structures when implementing its strategy. Waiyego (2009) on the implementation of strategy at Kenya electricity generating company limited found out that the implementation process of the strategy has changed recently due to more scrutiny from the stakeholders and government. The study also found out that organizations should be adaptable to the ever-changing environment. A study by Muraguri (2010) who researched on challenges affecting strategy implementation in private universities in Kenya found out that the same implementation challenges that are found in the private sector transcend to the private universities. Previous local studies, Obare, Shiferaw and Muricho (2006) concurred that good strategies have been written but very little has been achieved in their implementation. Therefore, it is important to note that not much attention has not been given to the organizational factors influencing the implementation of strategic plans in universities in the Mount Kenya Region. It is on this basis that this study will seek to

find out the organizational factors influencing strategy implementation in universities in Mount Kenya Region, Kenya.

1.3. Research Objectives

1.3.1. General objective

Establishing the influence of organizational factors on the implementation of strategic plans in Universities in the Mount Kenya region was the general objective of this study.

1.3.2 Specific Objectives

The guiding specific objectives of this study were:

1. To establish the influence of organizational resources on the implementation of strategic plans in Universities in Mount Kenya Region, Kenya.
2. To examine how implementation of strategic plans in Universities in the Mount Kenya Region is influenced by organizational structure.
3. To determine the influence of organizational leadership on the implementation of strategic plans in Universities in Mount Kenya Region, Kenya.
4. To determine how organizational culture effects the implementation of strategic plans in Universities in Mount Kenya Region, Kenya.

1.4 Research Questions

The study was conducted using the following research questions:

1. What is the influence of organizational resources on the implementation of strategic plans in Universities in the Mount Kenya Region, Kenya?
2. To what extent does organizational structure influence the implementation of strategic plans in Universities in Mount Kenya Region, Kenya?
3. To what extent does organizational leadership influence the implementation of strategic plans in Universities in Mount Kenya Region, Kenya?
4. What is the influence of organizational culture on the implementation of strategic plans in Universities in the Mount Kenya Region, Kenya?

1.5 Significance of the Study

The study provides managers with information on whether the implementation is done successfully and within the stipulated time. It gives them a view of whether employees embrace and feel a part of the implementation process. The study helps in formulating policies that can be adhered to through organizing annual work plans that can be worked on and modified if they interfere with the implementation process. The study provides stakeholders in universities with a picture of factors affecting the process of implementation of strategic plans such as organizational structure, leadership, strategy and resources that would promote the implementation of strategic plans. The study is useful to employees who are the implementers of the stipulated strategic plan because they did understand what strategies to do away with or how the relevant strategies were to be communicated, accessed, monitored and evaluated for smooth implementation. The findings of the study are crucial to current researchers who may need to dwell on the organizational factors influencing the implementation of strategic plans in Universities in Kenya.

1.6 Scope of the Study

The study was seeking to investigate how organizational leadership, organizational resources, organizational structure, and organizational culture were influencing the implementation of strategic plans in universities in the Mount Kenya region, Kenya. The study was carried out in public and private universities in the Mount Kenya Region. The study mainly focused on the accessible population of expanded management of the universities who were the key staff in strategic planning and implementation. The study's target population was 295 heads of departments from 8 universities in the Mount Kenya region.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews literature related to strategy implementation. It presents theoretical and empirical literature relating to strategy implementation through a summary of the information from other researchers who have previously researched strategy implementation. Focus is on the theoretical foundation of strategy implementation, empirical review of the implementation of strategies, a summary of the empirical review and research gaps of the study.

2.2 Theoretical Framework

Theories are formulated to explain, predict and understand phenomena and in many cases to challenge and extend existing knowledge within the limits of critical bounding assumptions (Kothari, 2004). Four theories have been used in this study which includes Role theory, Organization Configuration theory, and Resource-Based view theories.

2.2.1 Role Theory

The Theory was founded by Biddle and Thomas (1966), shows how leaders and employees define their roles, define roles of others, how people act in their roles and how people expect to act in their roles within the organization. Self-role is where an employee sees roles of making decisions as leaders roles but maybe proactive in trying to resolve customers' needs by at least enquiring on what customers want, but leaves the resolution to the leader. Organizational leadership is where leaders formulate strategic plans and make key decisions on how implementation will be done by employees. However, employees see the role of accountability of strategic plans to management. This is known as a formal role theory. This theory is relevant to the study because for the study a strategic plan articulates roles of employees and leaders. The implementation process was be guided by employees understanding that they are part of the implementation process and act only if they understand the benefits they can

achieve. Awareness was key in successful implementation. The decision-making process became effective once employees felt part of the implementation process.

2.2.2 Organization Configuration Theory

This theory was advanced by Henry Mintzberg (1979). An organization's structure emanates from the interaction of the organization's strategy, environmental forces surrounding it and the organization structure itself. When synergy is created between the three the organization performs well, if they don't fit the organization fails. You can think whether your organization's structure is fit to survive or collapse. Each configuration contains six components including, Operating core whereby the people directly related to the production of services and products. Strategic apex whereby serving the needs of those who control the organization. Managers that are a bridge between the strategic apex and the operating core. Techno structure where analysts implement the operating core. Support staff who are the end-user of the organization outside the activities of the operating core. Ideology whereby traditions and beliefs that make the organization unique. The structure of an organization depends on the strength of each of Mintzberg's components. A good organization structure ensures successful implementation of strategic plans while an organization structure that is lacking will bring challenges while implementing the strategic plans. This theory is appropriate for the study because when employees understand their levels and functions in the organization synergy is created. The six Mintzberg components help employees identify their roles and a reporting structure. The Components also create a sense of commitment and feeling like a part of the strategic planning implementation process.

2.2.3 Resource-Based View Theory

The Resource-based view was crafted by Hamel & Prahalad (1994) in their book "Competing for the Future". The resource-based view theory is based on the fact that resources are not similar or immobile. Caliskan, (2010) these resources and capabilities consist of the physical, financial, human and intangible assets. The theory is controlled by the fact that resources are rare and imitable (Bharadwaj, 2000)The firm can translate these assets and abilities into a strategic advantage if they are profitable, rare and

inimitable and the organization is organized to exploit these assets or resources. Thus, as opposed to simply assessing environmental opportunities and threats in running the business, competitive advantage relies upon one of the unique resources and capacities that a firm possesses.

The resource-based perspective of the firm predicts that specific sorts of resources possessed and controlled by firms have the potential and guarantee effective implementation of strategic plans and in the end enhance organizational performance. The resource-based view (RBV) recommends that abilities are an essential contributor to strategy implementation (Rothaermel, 2012). This theory is appropriate for the study because according to resource-based views, firms perform well and make value when they execute strategies that venture into their internal resources and abilities. With the development of strategic management theory, there has been significant enthusiasm for concentrating on intangible assets or Intellectual Capital (IC) and their deployment in the organization (Bharadwaj, 2000). For resources to be rare, inimitable and uncommon it needs organizations to have different opportunities, strengths and weaknesses that either favor or don't favor them in their environment. This means the implementation of strategic plans in organizations can fail or work based on the favoring factors or un-favoring factors surrounding them.

2.2.4 Functionalist Theory

Most widely used organizational culture framework is by Edgar Schein (1988) adopts a view that describes culture as basic assumptions modified by a given group as it adapts to its external environment. An inward integration that works well and considered valid and articulated as a perfect way to conceptualize and think and feel to problems. In Schein's model culture exists on three levels. Artifacts are visible organization structures and processes that are hard to decipher, espoused values are strategies, goals, philosophies, and conclusions that are done without knowing, taken for granted beliefs, perceptions, thoughts, and feelings that are the ultimate source of values and actions. This theory is appropriate for the study because people in an organization will adapt to a culture that is learned and taught to them rather than a culture not exposed to them. With every day changes the perceptions and beliefs match up to that culture. In

implementing strategic plans it is good to maintain a consistent tradition to avoid others not following the culture taught and accepted by all.

2.3 Empirical Review

Top managers must be able to communicate their long term plans with employees. By communicating the employees can understand what is expected of them leading to high performance, growth of the firm and high profitability of the firm, Allio (2005). Also concluded from an economic survey of 276 senior operating executives that a discouraging 57% of firms were unsuccessful at executing strategic initiatives. To effectively undertake strategic plan implementation, strategic leaders need to have skills in communication, motivation, decision making, and team building. Organizational Leadership requires efficient communication channels, the right attitude and motivated employees for effective implementation to take place. Coulson, (2013) Some of the managers may be doubtful about the merits of the strategic plans, seeing it as contrary to the organization's interests, unlikely to succeed or threatening to their careers. It is the responsibility of the managers to explain to their subordinates the need for the strategic in a way that will secure the buy-in, enthusiasm, and commitment of all the concerned parties. Thompson, Strickland, and Gamble, (2008). This indicates that mobilization of organization resources leads to effective implementation of strategic planning.

Abel (2013) highlighted that the methods used by leaders may obstruct successful strategy implementation by employees. Communication channels, therefore, should be enhanced to make them feel like a part of the implementation process. Barriers are created if the levels of communication channels are more than if they were fewer levels. Noble, Norman, and Farah (2005). The study indicated that firms enhance employees participation realize higher percentages of strategy implementation. The middle and the low level managers are responsible for initiating and supervising the execution process in their areas of authority as well as getting the subordinates to continuously improve on how the strategic plan's critical activities are being performed and in producing operating results that allow the company's performance targets to be met (Thomson *et al* 2008). The organizational structures indicate reporting structures between and across

middle and low-level managers. When the low-level managers participate in the formulation of strategic plans, subsequently they implement strategic plans efficiently. Within a single firm, the choices made by individual managers can influence the speed with which units adopt practices supporting a new strategy (Maritan and Brush, 2003). Indicates that a leader of a unit can influence intangible factors within a group that supports the implementation of strategic plans.

Effective leadership is required for successful strategy implementation in a dynamic chaotic environment. One essential contribution of a strategic leader is to provide and share a clear vision, direction, and purpose for the organization (Bryson, 2004). The Chief Executive Officer (CEO's) long term goals and result influences employees role to strategy implementation. The goals and objectives of a CEO influence an organization's mission, vision and strategic objectives. The right managers must also be in the right positions for the effective implementation of a new strategy (Choi, 2007). Their commitment towards the plan is what makes a successful organization that has a competitive edge among the rest. Also, communication indicates accessibility to the strategic plan. This culminates to proper customer and stakeholder satisfaction because they comprehend the benefits expected from them. Greenberg (2003), when employers and employees feel motivated it can lead to a successful implementation of the strategic plan.

Employees are motivated by been recognized for performance of every target laid down in the strategic plan. Motivation enhances positivity and innovativeness. Jones (2011) observed that centralized leadership is one where decision making is made at upper levels of the organization. This type of organization is very stable and implements the strategic plan quickly. A decentralized organization, on the other hand, is one where decision making is done throughout the organization with various managers participating in decision making relating to their area of responsibility. This environment is complex and uncertain. A formalized organization is where rules and procedures are followed in an organization. Formalization makes a process a routine. It also increases rationality in decision making.

Complexity refers to the differentiation degree that exists within an organization. According to Robbins (2009), there are three types of differentiation including horizontal, vertical and spatial. Horizontal differentiation refers to differences among organizational units based on occupational orientation among members of an organization, on nature of undertaken tasks and activities and educational and training levels of members (McLean, 2005) Departments are differentiated by number, functions, products or service, clients and territory. Vertical differentiation refers to the number of hierarchical levels within an organization. The span of control is defined as the number of employees that a manager can refer to the number of employees that a manager can effectively manage and oversee. Spatial differentiation refers to the midpoint between horizontal and vertical. It shares features with both horizontal and vertical differentiation. Formalization can be defined as the degree to which job activities or occupations within an organization are standardized using rules and procedures and job descriptions (Porter, 2010). Behaviors of employees are controlled in this case. Centralization defines the degree to which decision-making process is concentrated at a single level within the organization. Decision making is at a higher level usually made by top management. Strategic planning can be influenced by decision making at the top and also across employees who assist in giving opinions especially under their areas of specialization where they feel they can chip ineffectively (Bluedorn, 2000).

Berger (2010) argues that organizational culture refers to organizational values, visions, norms, language systems, symbols, beliefs, and habits. It determines the way people perceive adjustments and procedures laid to them in the strategic plan. When an organization identifies its surroundings which can be conducive or non-conductive then it can grow its technologies, its profitability and thus successfully implement laid down strategies. The conducive environment has an understanding of strategies and a full commitment to implementation. Poor integration of activities occurs when employees don't share a common vision or belief about work. This creates a negative attitude which can slow down the process of implementing strategic plans or worse slow down all activities that work towards growing the institution (Wischnevsky,2004).

Some cultures have individuals whose behavior is shaped by old ways of doing things, involvement, extensive interaction and management of self. These individuals are mentors to new employees and are aware of the organization history. They comprehend expectations from them in a manner of conduct and organization style. Such employees show a great sense of ownership and commitment. However, in a culture where rules must be followed, some employees behave differently and that sense of ownership is lost, hence low performance and eventually the implementation of strategic plans is lower amongst such employees (Baldoni J., 2005).

Culture is described as the way of life of the organization. It creates a space of group behavior within the organization. A significant body of research indicates that organizational culture and specifically the extent that it is aligned or not aligned with strategy is the single most important factor in determining whether or not the strategy is successfully executed and performance goals achieved (Lee and Yu, 2004). Therefore aligning cultural ways to strategy accelerates implementation, followed by downward communication from management to employees. Management creates awareness of the strategic plan. They will involve employees in the implementation process. Assumptions become shared through internalization among an organization's members (Pearce and Robinson, 2005). Organization culture is shaped by the leaders. According to Jaruzelski, Kevin and Rakesh (2005), organization culture should be changed to fit the strategy. This can only be done through using management tools, including a future story, cementing amendments with leadership tools and use the tools as a force as the last resort

Gebhardt and Eagles (2014) evaluated those factors leading to the implementation of strategic plans for parks and recreation in the province of Ontario, Canada. The methodology was carried out in four phases. Each phase was done to completion before data building moves from one stage to the next. The first phase included selecting municipalities for the study. The second phase included a quantitative analysis of P & R plans. The third phase included interviews with staff involved with plans utilized for analysis of content. Forth phase included experts in recreation planning and confirming planning identified from the previous three phases. They revealed the factors required

for successful implementation. The planning process and the human implementation factors that were implemented to a successful implementation of the strategy included, staff, understanding the justification of the plan and having a commitment to the plan and consulting the public. Having policy leaders lobbying for the plan and staff in agreement with proposed recommendations were identified as key to successful implementation. The obstacles to successful implementation were inadequate resources and negative feelings to the plan, lack of staff participation and turnover of staff. Lack of strategic leadership was a major barrier to successful strategy implementation. On the other hand, the barriers faced towards proper implementation of strategic plans found out that poor understanding of the strategy by the workforce and ineffective communication of the strategy to the workforce were key barriers to effective implementation of strategic plans (Fourie, 2009).

Yambwa (2014) investigated the implementation failure of the strategic plans in the Namibian Ministry of Regional and Local Government, Housing and Rural Development (MRLGHRD). The methodology used was both primary and secondary data. The data then was used to evaluate the Ministry's strategic plan implementation. A total of 247 staff members were identified for random study. The study focused mainly on the operational staff members in the ministry such as Permanent-Secretary, Deputy Permanent-Secretary, Directors, Deputy Directors, Middle Managers, and Non-supervisors. The available population was 127 persons who selected randomly. The study indicated that individualism and demotivation, organizational structure and culture not aligned to strategy, Lack of appropriate budgetary provision, lack of proper leadership and inadequate technology to support the implementation were major factors affecting strategic plan implementation in Namibia's Ministry.

Kirui (2013) investigated the key institutional factors that influenced the push of former local authorities in Kenya to their predestined strategic goals. The study population was Migori County. The target population was 180 staffers. The sample size was 90 respondents. The data was collected using interviews and questionnaires. Data was analyzed using descriptive statistics and content analysis. The key focus was on organization culture, structure, leadership and financial resources. All variables had a

relationship with Kenya's former local authorities strategic implementation plans. Additionally, poor culture, understanding of mission and vision, lack of involvement in decision making, lack of operating manuals, policy-making and development amongst employees and structured downward communication affected employees' collectivism in implementation of strategic plans.

Mutuvi (2013) conducted a study on critical factors affecting NGOs while implementing their strategic plans. The researcher distributed questionnaires to a sample size of 186 NGOs operating in Nairobi County. The study concluded that key factors were affecting the successful implementation of strategic plans in NGOs. All factors were internal. They were emanating from management practices that failed to ensure successful implementation. This was because they were largely influenced by the social and behavioral aspects of individuals within the organizations. Almost all organizations have strategic plans but not implementing them rightfully. Managers were not implemented due to lack of know-how and know- why. It was concluded that the implementation of strategic plans was taken as a one-time activity and not a process.

Challenging efficient communication, excellent payment packages, capacity building of staff and motivation, the participation of stakeholders, appropriation of budget, allocation of resources, analysis and monitoring, efficient recruitment and involving employees in decision making.

Nyangemi (2017) conducted a study on organizational factors that influence the implementation of strategic plans in private secondary schools in Nairobi County, Kenya. The study population consisted of 119 staff of different cadres employed at various private secondary schools in Nairobi. Stratified sampling technique was used and out of 101 private secondary schools in Nairobi, 50 schools were randomly selected. In each of the selected schools, directors, principals or deputies, head of departments, teachers or support staff had an equal probability of being selected. The researcher administered a survey questionnaire individually to employees who were the target population. Analysis of data was done using inferential and descriptive statistics. Exploratory factor analysis was used in determining the influencing factors. 13.6% of

secondary schools did not have a strategic plan and as such any strategies they had were verbal and etched on culture, but not documented. According to the researcher implementation of strategic plans was still inadequate due to common reasons such as resource constraints, e.g. human and financial, overlapping activities, interference from the local government, work pressure, conflict of interest, poor attitude, overlapping planes, and tight timeframes.

2.4 Conceptual Framework

The conceptual framework indicates the relationship and influence between the dependent and independent variables. The independent variables comprise are organizational resources, organizational structure, organizational leadership, and organizational culture. These variables are projected to impact the dependent variables being organization implementation of strategic plans in Universities in the Mount Kenya region. Figure 2.1 represents the conceptual framework that was used for the study.

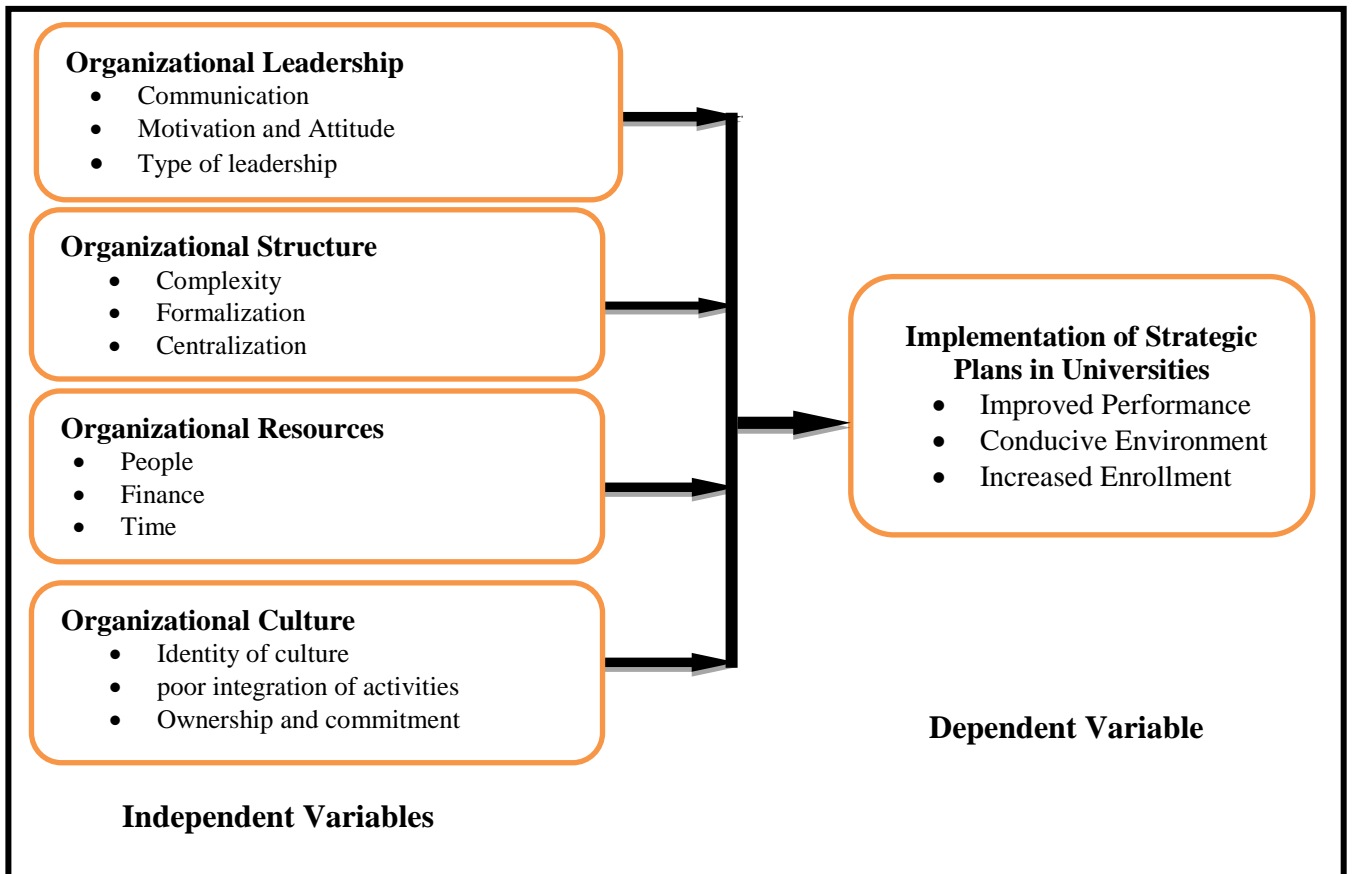


Figure 2.1: Organizational Factors Influencing Implementation of Strategic Plans

The conceptual framework constitutes indicators under each variable including, organizational leadership, organizational culture, organizational resources, and organizational structure and their relationship with the implementation of strategic plans. Organizational leadership set to understand how communication influences the implementation of strategic plans. The study sought to find out how motivation and attitude influence implementation of strategic plans and in turn the organization performance. The type of leadership may also influence the implementation of strategic plans based on how decision making is done. The study also sought to find out how different organizational structures influence implementation of strategic plans either under a complex structure, formalized structure or centralized structure. Organizational structure influences the implementation of strategic plans successfully only if the environment is conducive. Organizational resources influence the implementation of

strategic plans each differently. Resources include people, finance and time. The type of culture influences the implementation of strategic plans. How activities are integrated will influence the implementation of strategic plans. Ownership and commitment towards the strategic plan influences the implementation process.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

The research methodology for this research is discussed in this chapter. It presents the methods the researcher used to collect data for the study. It constitutes the research design, target population, sampling technique, data collection methods and instruments, data analysis and presentation.

3.2. Research Design

The researcher adopted descriptive specifically cross-sectional survey research design to conduct a study of the eight universities both public and privately fully chartered universities to come up with relevant data for analysis. The design was useful since its findings remove assumptions and replace them with actual data on specific variables studied during the period accounted for. It was hence, efficient for collecting data and to generalize the outcome regarding characteristic sample of a population, current practices, feelings, and needs.

3.3. Target Population

The target population of the study will consist of employees from 8 universities in the Mount Kenya Region. The Universities include University of Embu, Chuka University, Meru University of Science and Technology, Karatina University, Muranga University of Technology, Kirinyaga University, Dedan Kimathi University, and Kenya Methodist University.

Table 3.1. Target Population

Institution	Target Population	Heads Of Departments %
University of Embu	37 departments	12.5%
Chuka University	37 departments	12.5%
Meru University of Science and Technology	42 departments	14.2%
Karatina University	38 departments	12.9%
Murang'a University of Technology	31 departments	10.5%
Kirinyaga University	31 departments	10.5%
Dedan Kimathi University	40 departments	13.6%
Kenya Methodist University	39 departments	13.2%
Total of 295		

3.4 Sampling Technique and Sample Size

Stratified sampling technique was appropriate for the research because the study was studying Universities in Mount Kenya Region out of the Universities in Kenya. The study also applied purposive sampling after that by sampling the management who were 170 calculated using the slovins formula due to their similar background and experience and the needs of the study. The researcher achieved valid results from the formulators of the strategic plans who are management. They made the key decisions in the implementation process. These heads of sections were categorized according to different departments and due to the large number, the researcher picked a sample size of 170 persons from the total number of population of heads of sections of 295. This was calculated using the slovin's formula in 1960 as shown below

$$n = \frac{N}{1 + N(e)^2} \quad (3.1)$$

Where:

n = sample size

N= Total population of heads of departments

e is the margin error of 0.05 when based on 95% confidence level.

$$n = \frac{295}{1 + 295(0.05)^2} \quad \text{=- sample 20 persons from each university}$$

Table 3.2. Sample size

Universities	No. of heads of departments	Sample Size
University of Embu	37	21
Meru University of Science and Technology	42	24
Kenya Methodist university	39	22
Chuka University	37	21
Karatina University	38	22
Kirinyaga University	31	18
Murang'a University of technology	31	19
Dedan Kimathi University	40	23
Total	295	170

3.5. Data Collection Instruments

The instruments used to collect data was questionnaires. The questionnaire used closed-ended questions. The questionnaires were distributed by the researcher to collect primary data. The questionnaires were used since their answers are easy and direct, they indicate consistency and one can get information easily.

3.6. Data Collection Procedure

The study obtained a letter of introduction and approval from the University of Embu from the School of Business and Economics then proceeded to collect data from the 8 universities in Mount Kenya Region. The researcher applied for a research permit and

got authorization from NACOSTI. The researcher then obtained the primary data using the self-administered questionnaire. The use of the questionnaire was selected because it was easily understood and gave direct answers.

3.7. Pretesting of Research Instruments

Pretesting was done to determine the validity and the reliability of tools of research. According to Cooper & Schilder, 2011 a pretest should constitute 10 percent of the sample size used in data collection. The pretest was carried out at Kenyatta University where 17 questionnaires were randomly administered based on the slovin's formula (1960).

3.7.1. Reliability Test

Reliability is the measurability of consistency of results of a research instrument. Reliability was tested using the Cronbach's alpha coefficient that was calculated from questionnaires from the pilot study. According to Griethuijsen et al. (2014), a level of alpha between 0.6 to 0.7 is considered acceptable, Therefore, a reliability coefficient of 0.6 or over indicated high reliability of the data. The results from a test of normality found that Shapiro wilk test was greater than 0.05 with results as follows (0.661 and 0.640)

3.7.2. Validity Test

In this study, the researcher sought information from surveying a small sample of people with similar characteristics but not in the same study sample. The suggestions helped in adjustments and modifications of the questionnaires to provide valid results of what the questions were meant to measure.

3.8. Data Processing and Analysis

The data from the questionnaires were quantitative. Questionnaires received for the respondents were coded and edited using Statistical Package for Social Sciences (SPSS) for completeness and consistency. Quantitative data was analyzed by employing descriptive statistics and presented through tables.

The multiple regression formulae used was:-

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e \quad (3.2)$$

Where: Y = Implementation of the strategic plan

a = the constant – variable which does not depend on the main variable

β = Beta- slope of the line through a regression of data points from an individual stocks returns against those of the market

X1 = Organizational leadership- random sample of size n

X2 = Organizational structure

X3 = Organizational resources

X4 = Organizational culture

$\beta_1 \dots \beta_4$ = Corresponding coefficients of independent variables

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter discusses the response rate, background information, descriptive findings, and inferential findings. The results were presented in tables. The data that was analyzed was arranged under subjects that reflect the research objectives.

4.2 Reliability Test

To establish whether the items on the questionnaire could reliably measure the perceived task value, Cronbach Alpha Coefficient test was used to test the research instrument's reliability through internal consistency technique.

The study did a reliability analysis on each of the questionnaire sections. The results of the analysis were as shown in Table 4.1.

Table 4.1: Reliability Statistics

	No. of Items	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items
Organizational leadership	5	.833	.833
Organizational structure	5	.606	.603
Organizational resources	5	.743	.742
Organizational culture	5	.780	.780

The results in Table 4.1 shows that the researcher got alpha (α) of more than 0.600 on each of the sections. The reliability statistics, therefore, showed that the questionnaire was reliable on each of the sections. The study carried out a reliability analysis of the

perceived task values in each section of the questionnaire. Cronbach's alpha values showed the questionnaire to reach acceptable reliability. All the items were valid for retention which resulted in a decrease in the alpha if deleted. According to Griethuijsen *et al.* (2014), a level of alpha between 0.6 to 0.7 is considered acceptable. The researcher's questionnaire was therefore considered reliable based on the test.

4.3 Response Rate

The study received responses from 170 out of the targeted 170 respondents. The response rate of 84.1% was achieved through resolute support of the management of the 8 universities in Mount Kenya Region who encouraged their heads of departments to participate. However, only 143 questionnaires were analyzed after data cleaning.

4.4 Demographic Characteristics of the Respondents

The study found out the background information of the respondents in terms of gender, age, length of service, their level of education and if their universities developed strategic plans.

4.4.1 Distribution of the Respondents by gender

The study sought to determine the gender of respondents and in determining the sensitivity of gender. The respondents were requested to reveal if they were male or female. The distribution of the respondents according to gender is shown in Table 4.2.

Table 4.2: Respondents by Gender Distribution

	Frequency	Percent
Male	76	53.1
Female	67	47.0
Total	143	100.0

The findings in Table 4.2 indicate that (53.1%) of the respondents were male, while 47.0%. of the respondents were female. These findings show that Universities in Mount Kenya region adhered to the constitutional requirement of having at least 30% of employees as either male or female.

4.4.2 Distribution of the Respondents by Age

The study was required to establish the age of the respondents by age bracket. The study findings are shown in Table 4.3.

Table 4.3: Age distribution of the Sampled Respondents

	Frequency	Percent
20-30	11	7.90
31-40	18	12.5
41-50	52	36.3
50 and above	62	43.3
Total	143	100.0

The research findings in Table 4.3 shows the age distribution of the sampled respondents in the 8 Universities. The respondents at the age between 20 and 30 years accounted for 7.9 %, 31 and 40 was 12.5%, 41 and 50 was 36.3%, 50 and above was 43.3 % whereas 1 respondent did not reveal their age. The respondents’ age grouping was diverse enough to get balanced feedback from the varying age groups. These results show that the universities had a workforce that spread out consistently over the age categories, thus creating a vibrant and multi-generational staff with a diverse range of skills set.

4.4.3 Respondents’ Level of Education

The study sought to establish the level of education of the respondents by asking them to reveal their highest level of education. The study results are shown in Table 4.4.

Table 4.4: Respondent’s Highest Level of Education

	Frequency	Percent
Doctor of Philosophy	84	58.7
Masters	51	35.7
Bachelors	4	2.8
Diploma/Certificate	4	2.8
Total	143	100.0

The respondents were informed to highlight their highest level of education and the results show that 58.7% of the respondents had Doctor of Philosophy (Ph.D.), 35.7% had mastered, 2.8% had bachelors and the remaining 2.8% had diploma/certificate. These results indicate that the majority of the management staff in the 8 Universities have a good education background with 135 respondents having postgraduate qualifications. This shows that the universities sampled focus on employing highly qualified staff into their management cadre who inject new ideas and innovations into the institutions.

4.4.4 Respondents' Level of Work Experience

The study sought to establish the level of work experience of the respondents by stating the number of years they have been working. The study findings are shown in Table 4.5.

Table 4.5: Respondents' Level of Work Experience

	Frequency	Percent
Less than 1 Year	2	1.4
2-4 Years	3	1.1
5-6 Years	38	26.6
7 and above	100	70.9
Total	143	100.0

The respondents were requested to indicate their number of working years for the Universities and the results show that 70.9% had worked for the organization for more than 7 years, 26.6 percent had worked for the universities between 5-6 years, 1.1 percent had worked for 2-4 years whereas only 1.4 percent had worked for less than 1 year. These results show that the respondents had more work experience and could clearly understand the key decisions to be made towards efficient implementation of strategic plans.

4.5 Implementation of Strategic Plans

The study sought to establish from the respondent if universities had been developing strategic plans, within what timeframe and within what period they reviewed strategic plans.

4.5.1 Development of Strategic Plans

The study sought to establish from the respondent if their university had been developing strategic plans. The results are as shown in Table 4.6 below.

Table 4.6: Development of Strategic Plans

	Frequency	Percent
Yes	133	93
No	10	7
Total	143	100.0

The study established that 93.0% of the respondents' institutions were developing strategic planning whereas 7% of the respondents said did not agree. These results indicate that the majority of the staff were communicated to that the institution had a strategic plan and most likely were highly involved in its development as top management.

4.5.2 Period the Universities have been Implementing Strategic Plans

The study sought to establish the period the universities had been implementing strategic plans as shown in Table 4.7.

Table 4.7: Timeframe for Universities Implementing Strategic Plans

	Frequency	Percent
Less than 1 Year	2	1.4
2-3 Years	6	4.2
4-5 Years	30	19.2
5 Years and above	105	73.4
Total	143	100.0

The respondents were requested to reveal the period their universities have been implementing strategic plans. 73.4% indicated that their universities have been

implementing strategic plans for over 5 years, 19.2 % for between 4 and 5 years, 4.2% for between 2 and 3 years whereas 1.4% revealed that their universities had implemented strategic plans for less than 1 year. The study findings indicate that the strategic plans were developed at different times considering some institutions are newly established therefore are in the process of implementing the strategic plans at different levels.

4.5.3 Implementation timeframe

The study sought to find out if the implementation of strategic plans in the sampled universities happened within the timeframe. The results are as shown in Table 4.8 below.

Table 4.8: Implementation Timeframe

Was there a timeframe	Frequency	Percent
Yes	140	97.9
No	3	2.1
Total	143	100.0

The results show that 97.9% of the respondents were in agreement whereas 2.1% did not agree. These findings indicate that there was a work plan and the different roles and responsibilities assigned to staff were distributed adequately towards completing the tasks and implementation of the strategic plan in time.

4.5.4 Review of Strategic Plans

The study sought to know how long it took for the respondent's University to review its strategic plans. The results are shown in Table 4.9.

Table 4.9: Review of Strategic Plans

	Frequency	Percent
1 Year	57	39.8
4 Years	2	1.4
5 Years	84	58.8
Total	143	100.0

The findings revealed that 39.8% of the plans were reviewed every year, 1.4% after every 4 years while 58.8% of the universities reviewed their strategic plans after 5 years. The results in Table 4.9 suggest that in most of the universities there is close monitoring of achievements made and contingency measures to ensure adequate implementation of the strategic plans.

4.5.5 Status of the Implementation of Strategic Plans in Sampled Universities

The respondents were requested to rate the extent that best described the status of implementation of strategic plans in their institution. Their responses were rated using the Likert-type 5-point scale ranging from (i) Strongly Disagree, (ii) Disagree, (iii) Not Sure, (iv) Agree, and (v) Strongly Agree. The findings are provided in Table 4.10.

Table 4.10: Status of Implementation of Strategic Plans

Legend Std.D – Standard Deviation, SD – Strongly Disagree, D-Disagree, NS – Not Sure, A – Agree, SA – Strongly Agree

Items	N	Mean	Std.D	SD	D	NS	A	SA
Development of strategic plan in progress	143	4.18	0.93	3.6%	1.8%	0.6%	58%	36.0%
The strategic plan implemented over five years	143	4.54	2.58	0	0	13.6%	41.2%	43.0%
Growth in performance after developing the strategic plan	143	4.11	0.43	0	0	4.1%	79.4%	16.5%
Organizational Structure strengthened by corporate decision making	143	4.01	0.48	0	1.2%	7.1%	79.4%	12.3%
Conducive work environment to implement its strategic plan	143	4.65	4.19	0	0.6%	4.8%	58.3%	35.1%
Goals and objectives of the implementation process were measurable	143	4.67	0.54	0	0.6%	1.4%	55.4%	22.6%
A time frame was set for the achievement of goals and objectives	143	4.10	0.54	0	20.6%	10.7%	68.6%	20.1%
Stakeholders involvement in implementing the strategic plan	143	4.04	0.47	0	0	9.4%	76.5%	14.1%
Capacity building of new employees hence increased performance	143	4.01	0.55	0	0	13.5%	68.2%	18.3%

The research findings in Table 4.10 show that 58% of the respondents indicated that they agreed their institutions were in the process of developing strategic plans. 43.0% of the respondents indicated that they strongly agreed their university was implementing strategic planning over 5 years. 79.4% of the respondents indicated that they agreed that their universities had seen tremendous growth in performance after developing the strategic plan. 79.4% of the respondents indicated that the heads of sections allow decision making among employees hence has a stable organizational structure.

58.3% of the respondents indicated that their universities have a conducive work environment to implement strategic plans. 55.4% of the respondents indicated that the goals and objectives of the implementation process were measurable. 68.6% of the respondents indicated that a time frame was set for the achievement of goals and objectives. 76.5% of the respondents indicated that universities promote stakeholder involvement in implementing the strategic plan and 68.2% of the respondents indicated that the universities have embraced all employees by capacity building of new employees hence increased performance. These research findings indicate that all indicators of implementation of strategic plans were agreed upon.

4.6 Influence of Organizational Leadership on Implementation of Strategic Plans

In this section, the study presents the findings on the aspects of organizational leadership factors that influence the implementation of strategic plans in universities in the Mount Kenya Region. A Likert-type scale was used to rate their responses on a 5-point scale. The study findings are presented in Table 4.11.

Table 4.11: Influence of Organizational Leadership on Implementation of Strategic Plans

Legend

Std.D – Standard Deviation, SD – Strongly Disagree, D - Disagree, NS – Not Sure, A – Agree, SA – Strongly Agree

Items	N	Mean	Std.D.	SD	D	NS	A	SA
Heads of Sections communicate the strategic plan to employees	143	3.74	3.56	0.6%	3.0%	32.5%	46.7%	17.2%
Heads of Sections avail the strategic plan amongst themselves and employees	143	0.74	0.65	0.6%	4.7%	37.1%	52.9%	4.7%
Heads of Sections are committed towards implementation of strategic plans	143	3.67	0.61	0.6%	1.2%	37.1%	53.5%	7.6%
Heads of sections explain the benefits of the strategic plan to employees and make them understand the benefits	143	3.67	0.65	0	3.5%	34.1%	54.7%	7.7%
Power is delegated to employees in decision making	143	3.67	0.71	0.6%	3.5%	34.7%	52.4%	8.8%

The research findings in Table 4.11 show that 46.7% of the respondents indicated that they agreed that heads of sections communicate the strategic plan to employees. 52.9% of the respondents agreed that heads of sections avail the strategic plan amongst themselves and employees. 53.5% of the respondents agreed that heads of sections are committed towards implementation of strategic plans. 54.7% of the respondents agreed that heads of sections explain the benefits of the strategic plan and make them understand their benefits and 52.4% of the respondents agreed that power is delegated to employees in decision making.

4.6 Influence of Organizational Structure on Implementation of Strategic Plans

In this section, the study presents the findings on the aspects of organizational structure that influence the implementation of strategic plans in universities in the Mount Kenya Region. A Likert-type scale was used to rate their responses on a 5-point scale ranging from (1) Strongly Disagree, (2) Disagree, (3) Not Sure, (4) Agree, and (5) Agree. The study findings are presented in Table 4.12.

Table 4.12: Influence of Organizational Structure on Implementation of Strategic Plans

Legend=

Std.D – Standard Deviation, SD – Strongly Disagree, D- Disagree, NS – Not Sure, A – Agree, SA – Strongly Agree

Items	N	Mean	Std.D.	SD	D	NS	A	SA
Top managers have specified roles applying to the strategic plan to their employees based on their level of training	143	3.95	0.45	0	0	12.4%	78.8%	8.8%
The strategic plan is understood by different levels/functions and executed efficiently	143	3.90	0.56	0	1.2%	18.3%	71.6%	8.9%
Roles and procedures are described according to job descriptions	143	3.91	0.63	0	0.6%	24.1%	60.0%	15.3%
Decision making of policies is done centrally	143	3.58	0.64	0.6%	1.2%	40.6%	52.4%	5.2%
Decision making of policies is done at different levels	143	3.94	0.64	0	1.8%	18.8%	65.3%	14.1%

The study sought to establish aspects of organizational structure that influence the implementation of strategic plans in universities in the Mount Kenya Region. A Likert-type scale was used to rate their responses on a 5-point. The research findings in Table 4.12 shows that 78.8% of respondents indicated that they agreed that top managers have specified roles applying to the strategic plan to their employees based on their level of training. 71.6% of respondents indicated that they agreed that strategic plans are understood by different levels or functions and executed efficiently. 60% of respondents indicated that they agreed that roles and procedures are described according to job descriptions. 51.7% of respondents agreed that decision making of policies is done centrally and 64.3% of respondents indicated that they agreed that decision making of policies is done at different levels.

4.8 Influence of Organizational Resources on Implementation of Strategic Plans

This section presents the result and the findings on the aspects of organizational resources that influence the implementation of strategic plans in universities in the Mount Kenya Region. Their responses were rated using Likert-type 5-point scale ranging from (i) Strongly Disagree, (ii) Disagree, (iii) Not Sure, (iv) Agree, and (v) Agree. The findings are presented in Table 4.13.

Table 4.13: Influence of Organizational Resources on Implementation of Strategic Plans

Legend=

Std.D – Standard Deviation, SD – Strongly Disagree, D- Disagree, NS – Not Sure, A – Agree, SA – Strongly Agree

Items	N	Mean	Std.D.	SD	D	NS	A	SA
Employer and employees actively participate in the implementation of strategic plans	143	3.74	0.61	0	1.8%	30.6%	60.6%	7%
Heads of sections embrace teamwork rather than individualism among employees towards efficiently implementing the strategic plans	143	3.76	0.62	0	0.6%	32.4%	55.9%	11.1%
Budgets set aside for projects are fully funded	143	4.04	0.53	0	0	11.2%	71.8%	17%
Infrastructure and other projects are done to completion based on funding from stakeholders	143	4.02	0.56	0	0.6%	13.8%	70.1%	15.5%
Implementation of strategic plans will be achieved within the span given	143	3.60	0.65	0	1.8%	40.6%	49%	7.2%
Review of the strategic plan is underway in your organization	143	3.83	0.60	0	1.2%	24.6%	64.7%	9.3%

The research findings in Table 4.13 show that 60.6% of respondents indicated that they agreed that employer and employees actively participate in the implementation of strategic plans. 55.9% of respondents indicated that they agreed that heads of sections embrace teamwork rather than individualism. 71.8% of respondents indicated that they agreed that budgets set aside for projects are fully funded. 70.1 % of respondent indicated that infrastructure and other projects are done to completion based on funding from stakeholders. 49 % of respondents indicated that they agreed that the implementation of strategic plans will be achieved within the span given and 64.7% of respondents agreed that the review of strategic plans is underway in the organization.

4.9 Influence of Organizational Culture on Implementation of Strategic Plans

This section presents the result and the findings on the aspects of organizational culture that influence the implementation of strategic plans in universities in the Mount Kenya Region. A Likert-type scale was used to rate their responses on a 5-point. The results are in Table 4.14.

Table 4.14: Influence of Organizational Culture on Implementation of Strategic Plans

Legend

Std.D – Standard Deviation, SD – Strongly Disagree, D - Disagree, NS – Not Sure, A – Agree, SA – Strongly Agree

Items	N	Mean	Std.D	SD	D	NS	A	SA
Heads of sections and employees feel like they are a part of the implementation process of strategic plans	143	3.86	0.71	0	1.2%	29.2%	53.0%	16.6%
Employees accept changes stipulated in the procedures laid down by the strategic plan	143	3.90	0.58	0	2.4%	18.5%	69.0%	10.1%
Activities are well integrated among managers and employees	143	3.67	0.58	0	1.2%	35.3%	57.5%	6.0%
There is ownership of strategic plans by management	143	3.85	0.58	0	0.6%	25.6%	62.5%	11.3%
There is ownership of strategic plans by employees	143	3.65	0.59	0	2.4%	35.7%	57.1%	4.8%

The study sought to establish aspects of organizational culture that influence the implementation of strategic plans in universities in the Mount Kenya Region. The research findings in Table 4.14 show that 53 % of respondents indicated that they agreed that heads of sections and employees feel like they are a part of the implementation process of strategic plans. 69 % of respondents indicated that they agreed that employees accept changes stipulated in the procedures laid down by the strategic plan. 57.5% of respondents indicated that they agreed that activities are well integrated among managers and employees. 62.5% of respondents indicated that they agreed that there is ownership of strategic plans by management and 57.1% of respondents indicated that they agreed that there is ownership of strategic plans by employees.

5.0 Correlation analysis on the effect of Organizational Factors on Implementation of Strategic Plans in Universities

The study conducted correlation analysis to ascertain the relationship and the strength of associations between Organizational leadership, organizational structure, organizational resources, and organizational culture and implementation of strategic plans in universities in the Mount Kenya Region. The findings are presented in Table 4.12. Correlational analysis using Pearson's Product Moment technique was done to determine the relationship between the influence of organizational leadership, organizational structure, Organizational Resources, and Organizational Culture and implementation of strategic plans.

It was meant to determine the direction and strength of the association between the influence of organizational factors and the implementation of strategic plans. Values of correlation coefficient range from -1 and +1. A correlation coefficient of +1 indicates that the two variables are perfectly and positively related in a linear sense, while -1 shows that the two variables are perfectly related but in a negative linear sense. Correlation coefficient (r) ranging from 0.81 to 1.0 is very strong; from 0.61 to 0.80 is strong; from 0.41 to 0.60 is moderate; from 0.21 to 0.40 is weak; and from 0.00 to 0.20 indicate no relationship (Hair *et al.*,2006).

Table 4.13: Correlation Analysis on the Influence of Organizational Factors on Implementation of Strategic Plans

Organizational Leadership	Pearson	.361**
	Correlation	
	Sig. (2-tailed)	.000
Organizational Structure	N	143
	Pearson	.437**
	Correlation	
Organizational Resources	Sig. (2-tailed)	.000
	N	143
	Pearson	.528**
Organizational Culture	Correlation	
	Sig. (2-tailed)	.000
	N	143
Organizational Culture	Pearson	.332**
	Correlation	
	Sig. (2-tailed)	.000
Organizational Culture	N	143

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

The correlation results in Table 4.13 indicate that there was a positive and significant coefficient between the objective organizational leadership, organizational structure, organizational resources, and organizational culture and implementation of strategic plans in universities in Mount Kenya Region ($r = 0.361$, $r = 0.437$, $r = 0.528$, $r = 0.332$ $p < 0.01$). Organizational leadership had a weak and significant relationship with the implementation of strategic plans. The study is concurred by a researcher known as Adair, Okumura and Brett (2001) who viewed approaches to leadership education looking keenly at individual appreciation for leadership which aims at heightening the individual's appreciation for leadership with minimal supervision by an individual accepting and understanding communication skills, an individual providing personalized feedback and aligning management and support systems to promote and reinforce leadership development. Also, the individual aspect supports systems such as performance appraisal, reward system and links to completing job assignments that are defined in a job description. The results are in synchrony with a theorist known as

Frederick Taylor, (1911) with his theory on scientific management which was guided by four management principles which point out that employees should be scientifically selected, trained and developed rather than passively leaving them to train themselves. Another principle mentions that work should be divided nearly equally between managers and employees so that management applies principles of scientific management to planning and ensuring workers do the work. Henry Fayol, (1927) concurs with this theory especially in the division of work.

The organizational structure had a moderate and significant relationship with the implementation of strategic plans. Porter, (1986) is of the view that a misfit between the strategy and structure shall pose a challenge to strategy implementation. Once the organization has identified its critical activities, it needs to decide if it is going to outsource the non-critical activities. If the managers are spending too much time on activities that do not further the strategy that activity is a good candidate for outsourcing (Pearce and Robinson, 2005). The study results reveal that the organizational structure serves as a basis for coordinating the organizational activities and binds all employees towards the unified direction in the implementation of strategic plans. Organizational resources had a moderate and significant relationship with the implementation of strategic plans. The study findings are in support of some studies in literature by Penrose (2012) which suggest that a proper combination and utilization of firm resources impact positively on strategy execution and firm performance.

Participation of staff and rewarding employees has a positive influence on the implementation of the strategy. The results imply that the inadequate allocation of resources can quickly result in user indifference or implementation abandonment. Therefore organizations should match resource allocation to their environments to achieve their strategic objectives. The organizational culture had a weak and significant relationship with the implementation of strategic plans. One of the major challenges in strategy implementation appears to be more cultural and behavioral, including the impact of poor integration of activities and diminished feelings of ownership and commitment (Aaltonen and Ikavalko, 2002). Margnison (2002) contends that strategy implementation evolves either from a process of winning group commitment through a

coalition; a form of decision making or as a result of complete coalition involvement of implementation of staff through a strong corporate culture.

4.10 Multiple Regression Analysis

Multiple regression analysis is used when predicting the value of a variable based on the value of two or more variables. The results in Table 4.14 shows that the value of R^2 was 0.320 indicating that variation of 32.0% in implementation of strategic plans can collectively be predicted by organizational leadership, organizational structure, organizational resources, and organizational culture.

Table 4.14: Multiple Regression Model Summaries

R	R Square	Adjusted R Square	Std. The error of the Estimate
.566 ^a	.320	.300	.83642

Predictors: Constant, organizational leadership, organizational structure, organizational resources, organizational culture

Dependent variable: Implementation of strategic plans

Table 4.15: ANOVA Model

Source of Difference	Sum of Squares	of Df	Mean Square	F	Sig.
Regression	45.455	4	11.364	16.243	.000 ^b
Residual	96.545	138	.700		
Total	142.000	142			

4.10.2: Regression Coefficients

The coefficients of the variables used in the study are presented in Table 4.15.

Table 4.16: Regression Coefficients

	Unstandardized Coefficients		t	Sig
	B	Std Error		
(Constant)	-4.285	0.70	.000	1.000
Organizational leadership	.086	.094	.917	.361
Organizational structure	.217	.098	2.208	.029
Organizational resources	.519	.110	4.702	.000
Organizational culture	-.241	.114	-2.117	.036

Dependent variable: Implementation of strategic plans in universities

The regression model of the study was $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \dots + \epsilon$

Substituting the coefficient in the model,

$$Y = -4.285 + 0.086X_1 + 0.217X_2 + 0.519X_3 + -0.241X_4 + \dots \text{Equation 4.1}$$

The study findings in Table 4.14 show that r is equal to 0.566, indicating that organizational Leadership, Organizational Structure, Organizational Resources, and Organizational Culture has a moderately strong influence on the implementation of strategic plans. The value of R squared is 0.320, indicating that organizational Leadership, Organizational Structure, Organizational Resources, and Organizational Culture explains 32.0 % of the variation in the Implementation of Strategic Plans in Universities in Mount Kenya Region. The β coefficient of Organizational Leadership is 0.086, this finding was surprising and contrary to what was expected. It was difficult for

the researcher to explain why organizational leadership would be inversely affected by the implementation of strategic plans. This could be due to an error which could not be possibly detected, the β coefficient of Organizational Structure is 0.217, Organizational structure, there will be an improvement in the implementation of strategic plans. This is in line with a study undertaken by Ruffini (2000) which emphasized the need to undertake organizational design to support strategy implementation.

The β coefficient of Organizational Resources is 0.519 Organizational resources, there will be an improvement in the implementation of strategic plans. The findings concur with Pearce and Robinson, (2009) who asserts that with good training and development of human resource other resources become viable and are closely monitored to achieve strategic goals. This implies that if a University enhances its financial and human resources, the implementation of strategic plans will improve. The findings conform to the study findings by Rothaermel (2012) who found that abilities are an essential contributor to strategy implementation.

and the β coefficient of Organizational Culture is -0.241. One of the major challenges in strategy implementation appears to be more cultural and behavioral, including the impact of poor integration of activities and diminished feelings of ownership and commitment (Aaltonen & Ikavalko, 2002).

These results indicate that Organizational Leadership had no statistically significant influence on the Implementation of Strategic Plans ($\beta=0.086$, $t=0.917$, $p=0.361>0.05$). Comparing the p values, it can be noted that the p values for organizational Structure, Organizational Resources and Organizational Culture ($p=0.029$, $p= 0.000$ and $p = 0.036$) are statistically significant. The β values imply that one unit change in the implementation of strategic plans is associated with 0.086 changes in Organizational Leadership, 0.217 changes in Organizational Structure.0.519 changes in Organizational Resources and -.241 changes in Organizational Culture.

The findings on the analysis of variance (ANOVA) presented in Table 4.17 shows that F-statistic value of 16.243 and p-value of 0.000. The p-value obtained was less than the conventional p-value of 0.05. These findings imply that the regression model was

significant in predicting the relationship between organizational factors and the implementation of strategic plans in universities in the Mount Kenya Region.

The study found that various organizational factors influenced the implementation of strategic plans in universities in Mount Kenya Region including organizational leadership, organizational structure, and organizational resources. The findings concurred with past studies. Nyakeriga (2015) examined the factors that influenced the implementation of strategic plans in newly established universities in Kenya. Their researcher concluded that existing human resources, management practices, organizational structure, organizational leadership, and effective communication influenced strategic plan implementation of established universities in Kenya.

Gebhardt & Eagles (2014) to evaluate those factors leading to the implementation of strategic plans for parks and recreation in the province of Ontario, Canada. They revealed the factors required for the implementation to be successful. Planning and the human factors that were implemented to the successful implementation of strategy involved, understanding the rationale of plans to be employees and having a commitment towards it. Having managers influence the plan by understanding its benefits towards the execution of the plan. These findings concur with the researcher's findings that when employees understand the benefits of the strategic plan then they are more committed towards its implementation.

CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Introduction

This chapter offers the study summary and the study discussions about the literature. The chapter also offers a conclusion from the study outcomes and offers recommendations for improvement and further studies.

5.2 Summary of the Findings

The main objective for the study was establishing the Influence of the Organizational Factors on Implementation of Strategic Plans in Universities in the Mount Kenya region. Four specific objectives were developed. The population of the study comprised of Universities in Mount Kenya Region. Data was collected from various respondents from Universities in the Mount Kenya Region. Multiple regression analysis was used in determining the influence of each independent variable namely, Organizational Leadership, Organizational Structure, Organizational Resources, and Organizational Culture.

Determining the influence of Organizational Leadership on the Implementation of Strategic Plans in Universities in Mount Kenya Region, Kenya was the first objective of the study. The p-value was ($p= 0.361$) which indicated that Organizational Leadership has no significant influence on Implementation of Strategic Plans in Universities in Mount Kenya Region.

The second objective was to examine how Organizational Structure influenced Implementation of Strategic Plans in Universities in Mount Kenya Region, Kenya. The p-value was ($p= 0.029$) which indicated that Organizational Structure has a significant Influence on Implementation of Strategic Plans in Universities in Mount Kenya Region.

Thirdly, establishing the Influence of Organizational Resources on the Implementation of Strategic Plans in Universities in Mount Kenya Region, Kenya. The p-value was ($p=0.00$) which indicated that Organizational Resources has a significant Influence on Implementation of Strategic Plans in Universities in Mount Kenya Region.

The fourth objective was to determine the Influence of Organizational Culture on the Implementation of Strategic Plans in Universities in Mount Kenya Region, Kenya. The p-value was ($p=0.036$) which indicated that Organizational Culture has a significant influence on Implementation of Strategic Plans in Universities in Mount Kenya Region.

5.3 Conclusion

Research objective one was to determine the Influence of Organizational Leadership on the Implementation of Strategic Plans in Universities in Mount Kenya Region, Kenya. The results from descriptive analysis indicated that the majority of the universities in Mount Kenya Region communicated the strategic plan to employees, other indicators showed low uptake of implementation of strategic plans. These could be explained by challenges in accepting the strategic plan due to its rigorous activities and work plans and lack of understanding the benefits of the strategic plan to the employees. This concluded that implementation of strategic plans does not only need communication but understanding its benefits to implementing it fully.

Research objective two was to establish the Influence of Organizational Resources on the Implementation of Strategic Plans in Universities in Mount Kenya Region, Kenya. The descriptive analysis results indicated that the majority of the universities in the Mount Kenya region have other projects funded to completion based on funding from stakeholders, the other indicators showed low uptake of funding the projects. This could be made clear by the deficiency of resources which can be a real challenge to strategy implementation. Universities should, therefore, apply a resource fittest to determine whether University resources strengths match the resource requirements of its present line up of activities to be implemented. Further, financial, physical, human, and technological allocations should be commensurate with the number of strategic plans' implementation activities to be undertaken for successful implementation.

Research objective three was to examine how Organizational Structure influenced the Implementation of Strategic Plans in Universities in the Mount Kenya Region, Kenya. The descriptive analysis results indicated that the majority of the universities in the Mount Kenya region make decisions centrally while other indicators did not agree. This could be explained by the lack of having an organized organizational structure. The study concludes that institutionalizing an organizational structure that commendably supports the University's strategic plans is challenging, particularly due to the risk of the quickly changing and dynamic competition. Therefore, Universities top management needs to improve on their understanding of the nature of organizational structures, the plan principles and the key role they play in improving organizational performance, enhancing sustainability prospects and satisfying the human aspects.

Research objective four was to determine the Influence of Organizational Culture on the Implementation of Strategic Plans in Universities in Mount Kenya Region, Kenya. The descriptive analysis results indicated that majority of the universities in Mount Kenya Region have made their employees accept changes stipulated in the procedures laid down by the strategic plan other indicators showed that it was not agreed upon. This could be explained by the challenges that respondents noted that they could not take up ownership of an organizational culture that they did not understand its benefits to them. Other challenges are much of the decisions are made centrally by top management, therefore, the employees don't feel a part of the implementation of strategic planning. The study concluded that organizations must develop strong cultural beliefs that are accepted across by all employers and employees and ownership embraced by all to enhance effective implementation.

5.4. Recommendations

From the findings the study makes the following recommendations:

Considering that the government of Kenya is moving towards the implementation of strategic plans in various aspects of service delivery, this study has implications to the government, implementing agencies and citizens. The study findings have indicated that each of the organizational factors investigated influenced implementation. The study

revealed a statistically significant relationship between organizational structure, organizational resources and organizational culture on the implementation of strategic plans. This implies that if an organization have the right resources, structure, leadership, and culture, implementation of strategic plans would be effective. Policymakers should ensure that public institutions adopt the right resources, structure, and culture that support government systems.

Findings from the study also indicated the need for policymakers to ensure adequate equipping of public institutions with the relevant infrastructure, finances and time that supports the implementation of the strategic plans. For implementation to be effective, availability of infrastructure, finances and time in implementation of strategic plans becomes critical. Policymakers need to create awareness on strategic plans to institutions and also help the employees of the institutions understand their benefits to them.

5.5 Limitations of the Study

One of the limitations of this study could be attributed to factors such as some respondents did not answer some of the questions hence data cleaning had to be done to eliminate these questions.

5.6 Suggestions for further Studies

This study has focused on factors influencing the implementation of strategic plans in universities with a focus in Mount Kenya Region. It also explored the impact of organizational leadership, organizational structure, organizational resources, and organizational culture. The study suggests that further studies be carried out on internal and external factors like the organizational environment and type of industry. The study also recommends that similar studies be carried out on other universities in other regions within Kenya.

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APPENDICES

Appendix I Letter of Introduction December 2018

Dear Respondent,

Request for research data

I am a Master of Business Administration (MBA) student at University of Embu. I am required to submit as part of my coursework assessment, a research project report on Organizational Factors Influencing Implementation of Strategic plans in Universities in Embu and Meru County. I am kindly requesting you to assist me in this study by filling the attached questionnaire to the best of your ability as it applies to your Institution.

Please be assured that the information you provide will be used solely for academic purposes and all responses will remain confidential.

Thank you very much for your time.

Eunice Wangari
Student Researcher.

Appendix II Questionnaire

QUESTIONNAIRE ON ORGANIZATIONAL FACTORS INFLUENCING IMPLEMENTATION OF STRATEGIC PLANS IN UNIVERSITIES IN MOUNT KENYA REGION

Dear Respondent,

I appreciate your time taken to fill in this questionnaire. The question aims at capturing data on “**Organizational factors influencing the implementation of strategic plans in universities in the Mount Kenya region.**” This is purely an academic research for my Master in Business Administration (Strategic Management) study at University of Embu. I urge you to freely answer the questions as honestly as possible. Kindly follow the instructions given at each section.

This is purely an academic exercise and any information given will be treated with the utmost confidentiality.

SECTION A: PERSONAL INFORMATION

Please fill in the information below by ticking [✓] appropriately

1. Please indicate your gender

Gender: Male () Female ()

2. What is your age bracket?

Age: 20 –30 () 31 –40() 41 -50 () Above 50 ()

3. What is your Highest Level of Education

PhD ()

Masters ()

Bachelor’s Degree ()

Diploma/Certificate ()

Secondary certificate ()

Other (specify) ()

4. What level of work experience do you have (in years)?

Less than 1 year () 2- 4 years () 5-6 years () 7 years and above ()

SECTION B: GENERAL EVALUATION OF THE IMPLEMENTATION OF STRATEGIC PLANS

1. Does your university develop strategic plans? Yes [] No []
2. Over what period of time has your university been implementing strategic plans? ---- years
3. Does the implementation happen within the anticipated timeframe? Yes [] No []
4. How often are these plans reviewed? Every----- year/month
5. The questions below refer to the implementation of strategic plans. The questionnaire is rated on a five-point Likert scale ranging from: (1) strongly Disagree, (2) Disagree, (3) Not Sure, (4) Agree, and (5) Strongly agree, please tick [✓] **ONLY** the most appropriate response to your organization,

Statement	1	2	3	4	5
Our institution is in the process of developing a strategic plan					
Our university has implemented strategic planning over a period of five years					
Our university has seen tremendous growth in performance after developing the strategic plan					
Heads of sections allow decision making among employees hence has a stable organizational structure					
The university has a conducive work environment to implement					

its strategic plan					
The goals and objectives of the implementation process were measurable					
A time frame was set for the achievement of goals and objectives					
The university promotes stakeholders involvement in implementing the strategic plan					
The university has embraced all employees by capacity building of new employees hence increased enrollment					

SECTION C: ORGANIZATIONAL FACTORS INFLUENCING IMPLEMENTATION OF STRATEGIC PLANS

ORGANIZATIONAL LEADERSHIP

- The questions below refer to the organizational leadership that influences the implementation of strategic plans. The questionnaire is rated on a five-point Likert scale ranging from: (1) strongly Disagree, (2) Disagree, (3) Not Sure, (4) Agree, and (5) strongly agree, please tick [✓] **ONLY** the most appropriate response to your organization,

Statement	1	2	3	4	5
Heads of Sections communicate the strategic plan to employees					
Heads of Sections avail the strategic plan amongst themselves and employees					
Heads of Sections are committed towards implementation of strategic					

plans					
Heads of sections explain the benefits of the strategic plan to employees and make them understand the benefits					
Power is delegated to employees in decision making					

ORGANIZATIONAL STRUCTURE

2. The questions below refer to the organizational structure that influences the implementation of strategic plans. The questionnaire is rated on a five-point Likert scale ranging from: (1) strongly Disagree, (2) Disagree, (3) Not Sure, (4) Agree, and (5) strongly agree, please tick [✓] **ONLY** the most appropriate response to your organization,

Factors	1	2	3	4	5
Top managers have specified roles applying to the strategic plan to their employees based on their level of training					
The strategic plan is understood by different levels/functions and executed efficiently					
Roles and procedures are described according to job descriptions					
Decision making of policies is done centrally					
Decision making of policies is done at different levels					

ORGANIZATIONAL RESOURCES

1. The questions below refer to the organizational resources that influence implementation of strategic plans. The questionnaire is rated on a five-point Likert scale ranging from: (1) strongly Disagree, (2) Disagree, (3) Not Sure, (4) Agree, and (5) strongly agree, please tick [✓] **ONLY** the most appropriate response to your organization,

Statement	1	2	3	4	5
Employer and employees actively participate in the implementation of strategic plans					
Heads of sections embrace teamwork rather than individualism among employees towards efficiently implementing the strategic plans					
Budgets set aside for projects are fully funded					
Infrastructure and other projects are done to completion based on funding from stakeholders					
Implementation of strategic plans will be achieved within the span given					
Review of the strategic plan is underway in your organization					

ORGANIZATIONAL CULTURE

1. The questions below refer to the organizational culture that influences the implementation of strategic plans. The questionnaire is rated on a five-point Likert scale ranging from: (1) strongly Disagree, (2) Disagree, (3) Not Sure, (4) Agree, and (5) strongly agree, please tick [✓] ONLY the most appropriate response to your organization,

Factors	1	2	3	4	5
Heads of Sections and employees feel like they are a part of the implementation process of strategic plans					
Employees accept changes stipulated in the procedures laid down by the strategic plan					
Activities are well integrated among managers and employees					
There is ownership of strategic plans by management					

There is ownership of strategic plans by employees					
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End of Questionnaire

Appendix V List of Universities in Mount Kenya Region

1.	University of Embu – Location, Embu- Meru road
2.	Chuka University – Location, Nairobi -Meru highway
3.	Kirinyaga University –Location, Sagana- Embu highway
4.	Dedan Kimathi University- Location, Nyeri- Mweiga road
5.	Muranga University of Technology –Location, Muranga town
6.	Kenya Methodist University - Location, Meru town
7.	Karatina University-Location, Karatina town
8.	Meru University of Science and Technology- Location, Meru- Maua road

Appendix VI Research Gap

AUTHOR & YEAR	Finding	Knowledge/Research Gap	Focus of Study
Gebhardt & Eagles 2014	The study's main obstacles to implementation were, lack of resources and staff having mixed feelings to the strategic plan. Others include lack of participation by staff and turnover.	There are crucial factors involved in the planning process used, strategic plan content and implementation component Successful strategic planning involves planning, content and execution process. Personnel designing and planning should be aware of three components done through P and R planning.	Factors leading to the implementation of strategic plans for parks and recreation in the province of Ontario, Canada
Yambwa 2014	Lack of commitment and teamwork, unconducive structure and culture not aligned to strategy, misappropriated budgets, poor leadership to direct implementation of strategy, inadequate technology supporting implementation were the key factors affecting implementation of strategic plans.	The study focused on there is a need to conduct an urgent skills audit within the Ministry and revise the organizational structure. All those in management level should be equipped with the necessary leadership skills, which will help in the successful implementation of the Ministry's strategic plans. Allocation of funds including donor-funded programs should be in line with the set strategic	Reasons for failing to implement strategic plans in the Ministry of Regional Development, Housing and Rural Development

		<p>priorities, thus help the Ministry to be focused and implement the strategies to achieve desired results. Bureaucracy should be minimized because it destroys the whole concept of strategic plan especially when one does not understand the subject matter, then the whole system will collapse since there is none to explain it better.</p>	
Nyagemi (2018)	<p>The study established the following group of organizational factors as having an influence on the implementation of strategic plans in private secondary schools in Nairobi: resource constraints, overlapping activities, interference from the local government, work pressure, conflict of interest, poor attitude, overlapping plans, and tight timeframes.</p>	<p>The conceptual model was tested and found to be having a statistically significant relationship among the implementation of strategic plans, top management commitment, coordination of activities, employee skills, and responsibilities and organizational culture.</p>	<p>Organizational Factors that Influence Implementation of Strategic Plans in Private Secondary Schools in Nairobi Kenya</p>
Kirui (2013)	<p>Organizational culture, structure, leadership and financial resources affected the implementation of</p>	<p>The study majored on the leadership of employees influencing implementation of strategic plans through</p>	<p>Factors influencing the implementation of strategic plans in local authorities in</p>

	strategic plans in Kenya's former local authorities.	participation of management, support to employees, communication to employees, resolution of conflicts and representation of employees in decision making and commitment of management to strategy.	Migori County.
Mutuvi, (2013)	Implementation of strategic plans was being approached as a onetime activity rather than a process demanding effective communication, excellent remuneration packages, staff training, and continuous motivation, effective recruitment and engaging employees in decision making.	Strategic plans were not being implemented, not because managers are deviant but rather because of the lack of the know-how and know-why. The conclusion of the study was that implementation of strategic plans is a onetime activity rather than a challenging process: communicating efficiently, high profits, continuous motivation, public participation, budgeting, organizing for resources, monitoring and evaluation, and recruitment.	Factors affecting the implementation of strategic plans by Non-Governmental Organizations in Nairobi County.

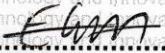
Appendix VII Operationalization and Measurement of Research Variables



Objective	Type of variable	Indicators	Measurement Scale	Techniques for analysis
To establish the influence of organizational resources on the implementation of strategic plans in Universities in the Mount Kenya Region.	Organizational resources	Active participation in the implementation of strategic plans Heads of sections embrace teamwork among staff Budget allocation for implementation of strategic plans Infrastructure and budgets have done to completion Implementation of strategic plans done within the timeframe Review of strategic plans is underway	Interval	Descriptive statistics, Correlation and regression
To examine how organizational structure influences the implementation of strategic plans in Universities in the Mount Kenya Region.	Organizational structure	Roles specified according to training Understanding of organizational structures at different levels Roles and procedures described according to job descriptions Decision making of policies done centrally Decision making of policies done at different levels	Interval	Descriptive statistics, Correlation, and regression
To determine the influence of organizational leadership on the implementation of strategic plans in Universities in the Mount Kenya Region.	Organizational leadership	Heads of sections communicate strategic plans Availing strategic plans to employees Commitment towards the implementation of strategic plans Heads of sections explain the benefits of strategic plans to employees Power is utilized in	Interval	Descriptive statistics, Correlation, and regression

		decision making		
To determine the influence of organizational culture on the implementation of strategic plans in Universities in Mount Kenya Region	Organizational culture	Heads of sections and employees feel part of the implementation process Employees accept changes stipulated in strategic plans Activities are well integrated among staff Ownership of strategic plans by management Ownership by employees	Interval	Descriptive statistics, Correlation, and regression

Appendix VIII: NACOSTI Permit

THIS IS TO CERTIFY THAT: Permit No : **NACOSTI/P/18/80624/24467**
MISS. EUNICE WANGARI MUREITHI Date Of Issue : **18th August,2018**
of UNIVERSITY OF EMBU, 6-60100 Fee Received : **Ksh 1000**
Embu, has been permitted to conduct
research in Embu , Kirinyaga , Laikipia
, Meru, Nyeri , Tharaka-Nithi
Counties
on the topic: ORGANIZATIONAL
FACTORS INFLUENCING
IMPLEMENTATION OF STRATEGIC PLANS
IN UNIVERSITIES IN MOUNT KENYA
REGION
for the period ending:
17th August,2019


.....
Applicant's
Signature



.....
Director General
National Commission for Science,
Technology & Innovation.