International Journal of Business Management & Finance 1(10): 154-171, July 2017

CHALLENGES FACING IMPLEMENTATION OF STRATEGIC PLANS IN THE PUBLIC SECTOR: A SURVEY OF MINISTRY OF LAND, HOUSING AND URBAN DEVELOPMENT

KAMAU Veronica Wachera[1], MUNGA Jane[2], BAIMWERA Benard[3]
[1]MBA Student: Kenya Methodist University
[2]Lecturer: Kenya Methodist University
[3]Lecturer: Kenya Methodist University

Abstract: Every organization wants to survive and grow in a constantly changing and competitive environment. To do so, it must respond and adjust to the social, economic and political environmental changes that occur. The environments of public organizations have become not only increasingly uncertain in recent years but also more tightly interconnected; thus changes anywhere in the system reverberate unpredictably, and often chaotically and dangerously throughout the environment. The study sought to assess the challenges facing implementation of strategic plans in the public sector. More specifically, it aimed at examining leadership style, financial resources, information technology, employee training and organization cultural values affect implementation of strategy plans in the selected ministry of land, housing and urban development . The study shall adopt a descriptive survey design. The target population of the study was all the 361 managers (all three levels) of the selected ministries. The researcher used stratified random sampling method from the Cochran's formula to select the desired sample population of 190 from the Top Managers, Middle managers and lower level managers (40%). Data collected was cleaned, pretested, validated, coded, summarized and analyzed using statistical package of SPSS V21 for Pearson correlation and regression analysis. Leadership style was found to be significant; hence, it do contribute positively towards implementation of strategic plans. Financial resource constraints was also reported to have a positive and significant effect on implementation of strategic plans. In addition, information technology programs was found to have a positive and significant effect on implementation of strategic plans. Employee training was also reported to have a positive and significant effect on implementation of strategic plans. Finally, organizational cultural values was also found to be significant and therefore an important factor in affecting implementation of strategic plans. The study therefore concludes that leadership style, financial resource constraints, information technology, employee training and organization cultural values significantly affect implementation of strategic plans. The management of the Ministry of land, housing and urban migration need to consider all the variables considered in this study in order to improve strategic plan implementation and consequently this will improve the performance of the Ministry. The researcher recommends that future research should be directed towards validating the results of this study by conducting a similar research in other sectors in Kenya by collecting data from different sources. Further research should also be conducted to investigate the other factors (48%) that affect strategic plan implementation.

Introduction

Every organization wants to survive and grow in a constantly changing and competitive environment. To do so, it must respond and adjust to the social, economic and political environmental changes that occur (Bean, 2010). The environments of public organizations according to Bryson (2011) have become not only increasingly uncertain in recent years but also more tightly interconnected; thus changes anywhere in the system reverberate unpredictably, and often chaotically and dangerously throughout the environment. This increased uncertainty and interconnectedness requires a fivefold response from public organizations. First, these organizations must think strategically as never before. Second, they must translate their insights into effective strategies to cope with their changing circumstances. Third, they must develop the rationale necessary to lay the ground work for the adoption and implementation of their strategies. Fourth, they must build coalitions that are large enough and strong enough to adopt desirable strategies and protect themselves during implementation. And finally, they must build capacity for ongoing management of the strategic change (Dvir, 2010)

Strategic implementation can help leaders and managers of public organizations to think, learn and act strategically, (Bryson, 2011). The idea of strategic implementation emerged in corporations that wanted to have a strategy as to how to maximize their profits. Today, the motivation is manifold and differs according to the type of organization. The need for an organization to proactively respond to environmental challenges has now become imperative, as it offers the organization a competitive edge in today's business world. Thus, every organization regardless of its size must have some form of a strategic plan implementation (Dvir, 2010).

The public sector have increasingly gained the attention of various developmental strategies especially in developing countries as a key sector for the advancements needed in the socio-economic emancipations of countries in Africa (Frimpong, 2010). The role of the state and its institutions has been identified as a key partner to the private sector in carrying out the developmental agenda. Indeed the public sector has been under scrutiny to adopt the approaches of the private sector towards growth and development in all sectors of the economy. The public sector, in developing countries, can no longer approach developmental issues as before, especially, given the advancements in business management made in the world and the expected fast growths needed for quicker transformation in their economies (Jugdev, 2005). As a result, various development experts have now resolved to impress on governments to strategically plan and roll out a coordinated and comprehensive strategy to harness their business potential as a pivot for growth.

In recent times the Government of Kenya has embarked on public sector management reforms with the view to improving their operations and creating value for their operations. As a result, a secretariat of Public Sector Reforms was created to drive this agenda and work closely with the National Development Planning Commission (NDPC) mandated to coordinate the development framework of the Country (GOK, 2013).

Problem Statement

Public sector organizations are under pressure to increase efficiency while delivering improved and integrated services. The public sector remains the nerve center for delivering development for both developed and developing countries; within a framework crafted to realize economic and a locative efficiency; equity, justice, fairness; security; competitiveness and contestability (Lynch, 2010)**.** Implementing corporate strategy requires a team effort headed by appropriate leadership style. Each person involved in change management has their responsibilities, and it is important for the entire organization to understand the role of leadership in strategic implementation to make delegating responsibility more effective (Beaumaster, 2009). Company leadership needs to identify what those departments are and create an implementation team that consists of representatives from each affected group. Management needs to create a structure that identifies various group leaders, the responsibilities of those group leaders and an accountability system that ensures that the implementation team meets its timetable for getting the new program or policy in place (Alexander, 2010).

Leadership, and specifically strategic leadership, is widely described as one of the key drivers of effective strategy implementation. However, a lack of leadership, and specifically strategic leadership by the top management of the organization, has been identified as one of the major barriers to effective strategy implementation. Strategic leadership is defined as "the leader's ability to anticipate, envision, and maintain flexibility and to empower others to create strategic change as necessary". Strategic leadership is multifunctional, involves managing through others, and helps organizations cope with change that seems to be increasing exponentially in today's globalised business environment. Strategic leadership requires the ability to accommodate and integrate both the internal and external business environment of the organization, and to manage and engage in complex information processing.

The public sector is charged with the responsibility of offering effective and efficient service to the public of any given economy or country. In recent times, many public sector organizations have been engaging in activities that will improve their service delivery to their clients. One such activity is the development of strategic plans. The Public sector in Kenya has been in a mess because of poor governance. The report by the presidential task force contains the most well thought out approach at dealing with the negative consequences of patronage politics in the sector. However, several, if not all, senior management in public sectors delegate implementation responsibilities and do not follow through on the actions. This is evident when radical reforms were recommended by a task force appointed by President Uhuru Kenyatta to look at governance of Public sector organizations (Standard Newspaper, 22nd May 2014). According to the president this would create an objective way of leading the sector in the reform program for implementation of strategic plans.

Research has been done on strategy formulation and strategy implementation. Despite the importance of the strategy execution process, far more research has been carried out into strategy formulation rather than into strategy implementation, while Alexander observes that literature is dominated by a focus on long range planning and strategy content rather than the actual implementation of strategies, on which little is written or researched (Holman, 2010). A push for effective employee training and strategy implementation has occurred in organizations over the last number of years (Flood et al., 2011). Much research has focused on information technology, yet a number of research gaps has been identified through the literature review. These include a need to better understand how organizational culture can impact strategy implementation, especially in the public sector.

Research studies have been carried out on strategy implementation. There has been no research on challenges affecting the implementation of strategic plans in the public sector. This has resulted in a gap in this body of knowledge. The purpose of this study was to determine the challenges affecting the implementation of strategic plans in the public sector with reference to Ministry of Land, Housing and Urban Development.

The study was guided by the following specific objectives;

i. To find the extent to which leadership styles affects strategy implementation in the public sector.
ii. To establish the extent to which financial resources constrain affect strategy implementation in the public sector.
iii. To determine how information technology affects strategy implementation in the public sector.

iv. To examine how employee training affects strategy implementation in the public sector
v. To assess how organizational cultural values affects strategy implementation in the public sector.

Literature Review

Theoretical Framework

The study was anchored on four theories, namely: upper Echelons theory, the resource based theory and equity theory.

Upper Echelons Theory

The importance of managerial cognition in the strategy process is the primary argument in upper echelons theory, as proposed by (Hambrick, 2007): Eexecutives act on the basis of their personalized interpretations of the strategic situations they face. According to this theory the demographic characteristics of executives can be used as valid proxies of managers' cognitive frames. These cognitive frames and their direct effects on managerial outcomes are viewed as a black box, while the measurement of managerial characteristics, in particular the diverse backgrounds of managers, can be taken as proxies for strategic choices. Whereas upper echelon theory focuses on managerial backgrounds as determinant of cognition, two other perspectives related to strategic choice suggest other antecedents. The upper echelons theory states that strategic choices and business performance are determined and shaped by the characteristics of dominant actors within an organization, particularly the top executives. These characteristics include age, functional in-depth knowledge, the level of education, socio-economic status, the wealth status and the ability of the team to have similar shared beliefs and teams with diverse orientations. Such characteristics may be influenced by both internal and external factors (Hambrick, 2007). Three central tenets of the Upper Echelons Theory are that; strategic choices made in firms are reflections of values and cognitive bases of powerful actors, the values of cognitive basis of such actors are a function of their observable characteristics like education or work experience and as a result significant outcomes will be associated with observable characteristics of those actors. These three tenets frame the uppers echelons proposition that an organization and its performance will be a reflection of its top managers (Hambrick, 2007).

The theory simply attributes the performance outcomes of firms to the characteristics of their top management teams and associates heterogeneity of the strategic behaviour of firms with the cognitive and behavioural diversity of their managerial teams. The central premise of upper echelons theory is that top executives view their situations - opportunities, threats, alternatives and likelihoods of various outcomes - through their own highly personalized lenses. These individualized construes of strategic situations arise because of executives' experiences, values, personalities and other human factors. Thus, according to the theory, organizations become reflections of their top executives who are the leaders and through leadership style organizations can successfully implement their strategies (Hambrick & Mason, 1984).

The Resource based theory

Resource-based theory implies that unique organizational resources of both tangible and intangible nature are the real source of competitive advantage. With resource-based theory, organizations are viewed as a collection of resources that are heterogeneously distributed within and across industries.

Accordingly, what makes the performance of an organization distinctive is the unique bland of the resources it possesses. A firm's resources include not only its physical assets such as plant and location but also its competencies and cultural values (Rumelt, 2007). A resource-based view of a firm explains its ability to deliver sustainable competitive advantage when resources are managed such that their outcomes cannot be imitated by competitors, which ultimately creates a competitive barrier. RBV explains that a firm's sustainable competitive advantage is reached by virtue of unique resources being rare, valuable, inimitable, non-tradable, and non-substitutable, as well as firm-specific. These authors write about the fact that a firm may reach a sustainable competitive advantage through unique resources which it holds like information technology, and financial resources, and these resources cannot be easily bought, transferred, or copied, and simultaneously, they add value to a firm while being rare. It also highlights the fact that not all resources of a firm may contribute to a firm's sustainable competitive advantage. Varying performance between firms is a result of heterogeneity of assets and RBV is focused on the factors like information technology that cause these differences to prevail.

Equity theory

Adams Equity theory is named after John Stacey Adams who was the founder of the theory in the year 1963. He was a workplace and behavioural psychologist. The theory is also referred to as the job motivation theory. This theory acknowledged that variable and subtle factors affect an employee's assessment and perception of their relationship with their work and their employers. Adams Stacey built the theory on the belief that employees become demotivated in the relation of both their employer(s) and the job itself. Especially when they feel that their inputs are greater than their output in the job environment. For this, employees are expected to respond in various ways including demotivation, reduced effort and the effect of becoming disgruntled (Leventhal, 2011).

Adams equity theory suggests that employees should be paid according to their level of training and input to the job. Skills ability and their hard work should equally be rewarded in the wage section. Additionally employees without the training to conduct a job should not be contacted to perform that job as they will not perform the job as required since they lack neither the skill nor the knowledge to perform that given task (Daft, Kendrick, & Vershinina, 2010).The theory basically aligns with the view than an employee will always look to see how fairly they are treated in accordance with others who have the same level of training or a different either superior or a lesser level of training. Implementation of strategic plans requires a trained set of employee base. A well trained employee base will also ensure that the implementation is efficient and easy to undertake. However, the trained employees need to be motivated and ready (Chris, 2014) to undertake the challenges that might occur due to the implementation procedure of change management (Leventhal, 2011). The Public sector in Kenya is full of trained personnel to handle the implementation of change management at the public organization level. However the trained personnel need to be motivated through fair output presented to them by their employers in order for them to create an effective environment for strategic change implementation. If Public sector employees perceive that the salary or the reward they are receiving is equal to their fellow equally trained personnel then they will assume that their treatment is fair and equitable hence enhancing strategy implementation.

Leadership Styles and Strategy Implementation

According to Anderson (2012) leadership is a set of behaviour that enforces the people to formulate the organizational goals and then motivate them to jointly contribute in order to achieve organization's goals. Basically leader plays a vital role in decision making to ensure efficacy (effectiveness) and success of the organization. A leader should be supportive in order to guide subordinates. He should treat everyone equally without any discrimination. He should appreciate every one's involvement. It is the responsibility of the leader to build strong relationships within the whole organization both vertically and horizontally. A leader should involve everyone in the strategic management process because this is positively related with overall performance. It is the commitment of the leader that helps to achieve the strategic vision. Sami (2011) argues that most importantly, the leader's objectives should be integrated with the organization's strategic goals and objectives to be championed. Leader should have a clear mental approach about the need of change and organization's capabilities. Organization's performance depends upon the strategies that are used to achieve company's vision. Leadership assimilates the strategy with vision to enrich the capability of the firm to perform well or according to the need.

Today's business environment is rapidly changing and mostly leaders try to adopt flexible and process improvement strategies to ensure responsiveness of the organization towards change. Leadership influenced the whole decision making process and decision making is the core of the strategic management process. It facilitates the whole process starting from conceptual framework for strategy formulation till the evaluation (Jugdev, 2005). Basically leadership influences three areas of organization first, the vision, Secondly the strategies itself and finally the values. These three components jointly create the culture of the organization. It is the responsibility of the leader to introduce a clear understanding of the vision throughout the organization. Everyone should know where we want to be in future. The Vision should be simple so that everyone can easily understand it. A Vision is the hub of the organization and is the heart of strategic management process (O'Reilly, 2010).

Financial Resources Constraints and Strategy Implementation

Stoian (2011) suggests that there is no universally accepted definition of strategy implementation. Different viewpoints are used to define strategy implementation term and strategy implementation resources availability (Stoian, 2011). A larger firm size provides more scale economies, easier access to capital needed for exporting, and a greater ability to absorb the risks associated with exporting (Singh, 2009). Larger firms can deploy more resources for gathering information about foreign markets and cover the inconsistencies of foreign markets than the smaller firms. So, firm size is one of the most cited organizational characteristics factors. Apart from firm size, business experience either assessed as firm age or its international experience has emerged as a key determinant of export performance (Stoian, 2011). Experiential knowledge is the prime driver as it decreases perceived uncertainty and helps the firm to recognize new opportunities abroad. While most of scholars identified a positive relationship between firm experience and export performance, there are some studies that observed negative association. Sometimes your business may need to borrow money. The funds might be needed for extra cash flow, additional inventory, filling purchase orders, or expanding to new locations (Beaumaster, 2009).

Technological and marketing capabilities beside capital intensity are the other important organizational characteristics that enhance competitiveness of a firm for a long term (Singh, 2009). On the other hand, these factors influence the strategy implementation capability through resource allocation. Capital intensity is an important determinant of profitability, so it is positively associated with the firm's economic performance (Lee & Habte-Giorgis, 2014). Financial resources enable firms to invest in technological advancement and marketing expenditure. Financial capabilities translate tangible and intangible resources of the firm into new innovative products and technologies, many firms invest in R&D with the specific purpose of innovating for the foreign markets (Ashim, 2009).

Information Technology and Strategy Implementation

According to Beaumaster (2009) technology has had a great impact on human development and implementation of strategies all through the history. It can be defined as knowledge, products, processes, instruments, procedures and systems which helps producing goods and services. Technology is at the centre of systems designed for finding customers' needs and satisfaction. Information technology can also be described assets of tools, processes, and methodologies (such as coding/programming, data communications, data conversion, storage and retrieval, systems analysis and design, systems control) and associated equipment employed to collect, process, and present information. In broad terms, information technology also includes office automation, multimedia, and telecommunications. Successful implementing of strategies results from integrating and coordination of technologic innovations, production processes, marketing, financing and personnel. By this means defined goals are achieved. Information technology is transforming business processes; increasing operational efficiency, reducing costs and reshaping the way organizations function in the online environment. While the right software plays a huge part in success online, it largely facilitates strategic plan implementation. It can mean the difference between a successful or unsuccessful launch, and can greatly affect the end result in terms of usability, functionality and impact on the bottom line. Most importantly, strategic implementation has the potential to reinvent business processes, enabling the organization to run more efficiently and effectively, maximizing return on investment (Lee & Habte-Giorgis, 2014).

Nigel and Slack, (2013) also noted that another important matter that displays the role of information systems in implementing strategy is managers' need to reciprocal exchange of information. It means a system that transmits information up and downward. Management information system is one of instruments can collect and organize data for managers in order to do their tasks. In every information system, an executive information system has been recognized, which provides a fair possibility for planners and even for formulators. An organization‘s strategy should be compatible with the internal structure of the business and its policies, procedures, and resources.

Employee Training and Strategy Implementation

According to Bantel (2011) training is of growing importance to organizations seeking to achieve its strategies. There is significant debate among professionals and scholars as to the affect that training has on both employee and organizational goals. One school of thought argues that training leads to an increase in turnover while the other states that training is a tool to that can lead to higher levels of employee retention in implementation of strategies. The number of formal learning hours per employee also rose from 26 hours in 2003, to 32 hours in 2004 (Bantel, 2001). As the investment in various training programs continue to rise, it becomes even more imperative for employers to understand the impact that training has on their attainment of strategies. Nikandrou and Papalexandris (2012) examined the practices adopted by successful Greek firms, with acquisition experience, in managing their personnel and found that increased human resource involvement in building organizational capability through training and development activities was one of the main strategic human resource practices implemented by those companies. Sum, (2011) found a statistically significant positive relationship between the strategic integration of training in the firm‘s business strategies and the extent to which training contributed to the firm‘s innovation.

Anderson, (2012) defines metacognition as "thinking about thinking." As Anderson states, the use of metacognitive strategies ignites one's thinking and can lead to higher learning and better performance. Furthermore, understanding and controlling cognitive process may be one of the most essential skills that teachers can help second language learners develop. One of the most important workforce training strategies is to evaluate effectiveness of strategy use. Self-questioning, debriefing discussions after strategies practice in which workers record the results of their learning strategies applications, and checklists of strategies used can be used to allow the student to reflect through the cycle of learning. At this stage of metacognition the whole cycle of planning, selecting, using, monitoring and orchestration of strategies is evaluated. It should be noted that different metacognitive skills interact with each other. The components are not used in a linear fashion. More than one metacognitive process along with cognitive ones may be working during a learning task (Anderson, 2002). Therefore the orchestration of various strategies is a vital component of training. Allowing employees training opportunities to think about and talk about how they combine various strategies facilitates strategy use (Anderson, 2002).

Strategy training can enhance both the process of language learning (the strategies or behaviours learners use and the affective elements involved) and the product of language learning (changes in students 'language performance). The validity of the improvisation argument in the implementation of rigid technology. Trained employees who use strategy training often become enthusiastic about their roles as facilitators of strategies attainment. Strategy training makes them more learners oriented and more aware of their strategic needs (Elbanna, 2011).

Organizational Cultural Values and Strategy Implementation

According to Thompson (2010) values are the behaviours particularly valued in an organization, the principles of the way things are done around the organization, underpinning the culture. Core values are the organization‘s essential and enduring tenets: timeless, guiding principles requiring no external justification, with intrinsic value to the organization‘s members. Organizations decide for themselves what values they hold as core, without compromise. The ultimate glue that bonds the best companies is another way of defining values. Disney values wholesomeness, happiness, imagination; Proctor and Gamble value excellence; Hewlett & Packard value respect for the individual. Values and beliefs guide the decision of corporate life. It is the leader‘s task to ensure that they are aligned and consistent, rather than mixed and contradictory. They point out, Values define the firm‘s non-negotiable behaviours as well as provide the guideposts for navigating through grey areas. They are the essence of corporate culture. They keep a company together and give it resilience. They are expressions of its personality, determining its attractiveness to employees, customers, and all others who have a say in whether the firm will prosper. Publishing values is a good idea, but living them day in and day out is what really counts in the end (Thompson et al., 2010).

A significant body of research clearly indicates that organizational cultural values, and specifically the be extent that it is aligned or not aligned with strategy, is the single most important factor in determining whether or not a strategy is successfully executed and performance goals achieved (Slack, 2002). Organizational culture includes the highly influential sets of values which influence the selection, design and implementation of strategic initiatives, impacting growth and operational strategies. Misaligned cultural values create drag that impairs the performance of the organization's engines 'for growth, hobbling strategies from being achieving to their full potential (Dvir, 2010).

Conceptual Framework

Independent variables **Dependent variable**

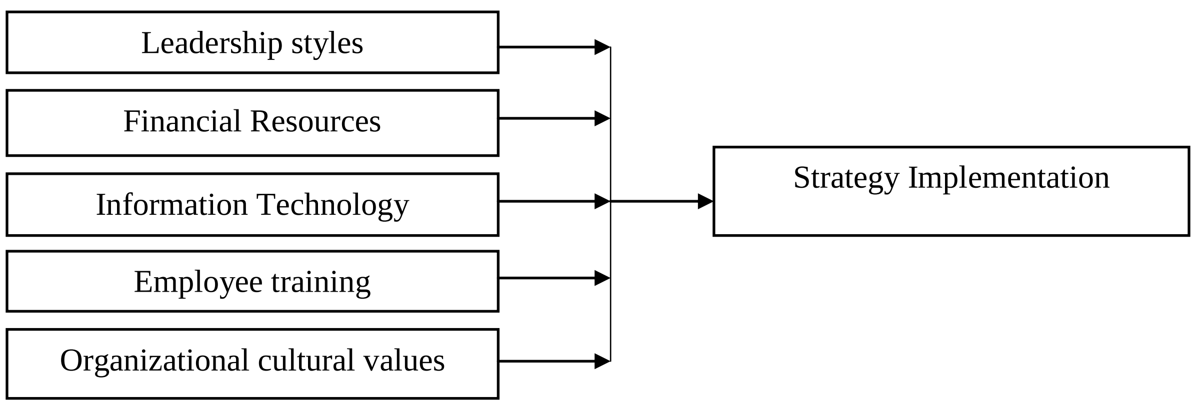

Figure 1: Conceptual Framework

Research Methodology

The study will adopt descriptive research design in order to provide a framework to examine current conditions, trends and status of events. The target population of the study was the top management, muddle management and low level management in the Ministry of Land, Housing and Urban Development. Stratified random sampling was used to select the desired sample size (190 respondents) from a complete list of the target population. The sample size was selected by use of the Cochran's (1977) formula as shown:

$$n = \frac{N}{1 + Nd^2}$$

Where;

'n' is the desired sample size, (When the population is less than 10,000)
'N 'is the target population and
'd' is the acceptable margin of error estimated at 0.05 (at 95% CL).
d^2 = (0.05)2 = 0.0025.

$$n = \frac{361}{1 + 361 * 0.05^2}$$

$$n = 190$$

Table 1: Sample Size

Department	Population	Sample Size	Percent
Top Management	65	34	18
Middle managers	112	59	31
Lower level managers	184	97	51
Total	**361**	**190**	**100**

This research study used structured questionnaires to collect primary data from respondents. The questionnaire contained both open and closed ended questions to allow respondents to express their opinions hence flexibility. A pilot test was conducted to enhance the validity and reliability of the research instrument. A pilot test was conducted using nineteen respondents (from each level of management) to refine the questions before they are administered to the selected sample. This helped detect weakness in design and instrumentation and to provide proxy data for selection of a probability sample. Cronbach's Alpha was used to test for reliability and validity of the results where any Alpha value less than 0.7 meant that there was no internal consistency in the questionnaires and vice versa.

The study integrated both quantitative and qualitative techniques in the data analysis. This was done by the use SPSS V21 software. Qualitative data was analysed through content analysis that entailed transcribing data before coding the data into themes or categories. Quantitative data was analysed using descriptive statistics (frequencies, percentages, measures of central tendency and measures of dispersion) and inferential statistics (Pearson product-moment correlations) with a 0.05 test significance level. The R^2 helped determine how much of the dependent variable is affected by the independent variables. Multiple regression analysis was conducted to determine the extent to which the model explains the changes in the dependent variable. The study findings were presented using tables and figures like bar charts and pie charts.

The regression equation to be used is:

$$Y= \beta_0+ \beta_1X_1+\beta_2X_2+ \beta_3X_3+ \beta_4X_4+\varepsilon$$

Where: Y = Strategic plans Implementation; X_1 = leadership styles; X_2 = financial resources; X_3 = information technology; X_4 = training; X_5 = cultural values; β_1-β_5= coefficient of independent variables; and ε = standard error

Data Results and Discussion

The survey research composed of 190 respondents of which 167 were returned. The response rate was significant at 88% of the sample size. In addition, the Cronbach's Alpha for all the variables was more than 0.7 and hence the research instrument was reliable and thus no amendments were required.

Leadership styles and implementation of strategic plans

The study was established to assess the Leadership styles and implementation of strategic plans. Table 2 shows that the aggregate M= 3.38; SD = 1.155, the mean value is high and there is a wide variation on the responses as indicated by the standard deviation. Therefore the implication for the values is that employees are in agreement that leadership styles affect implementation of strategic plans.

Table 2 Leadership styles and implementation of strategic plans

Leadership styles and implementation of strategic plans	Mean	Std. Dev.
Leaders use Democratic Leadership style	3.67	1.14
Leaders are of Autocratic Leadership style	3.65	1.14
Leaders often use Lassie Fair leadership Style	3.65	1.09
Leaders are of Transformative Leadership style	2.55	1.25
Aggregate Scores	**3.38**	**1.155**

Financial resources and implementation of strategic plans

The study was also determined to assess how financial resources affect implementation of strategic plans. The findings shows that the aggregate score for financial resources is M= 3.23; SD =1.17. The finding shows that respondents were neutral that the listed aspects of financial resources were necessary in the ministry.

Table 3 Financial resources and implementation of strategic plans

Financial resources and implementation of strategic plans	Mean	Std. Dev.
There is adequate operational costs budget to serve the implementation of strategic plans.	2.96	1.23
There is adequate amount of budget allocated for implementation of strategic plans.	2.94	1.14
Employees have been adequately equipped with new communication gadgets.	3.79	1.15
Aggregate Scores	**3.23**	**1.17**

Information technology and implementation of strategic plans

The study was also determined to assess how information technology affects implementation of strategic plans. The findings imply that the aggregate M= 3.76; SD= 1.073, the mean value is high implying that a moderate number of employees agree that information technology affect implementation of strategic plans.

Table 4: Information technology and implementation of strategic plans

Information technology and implementation of strategic plans	Mean	Std. Dev.
There are inadequate computers.	3.72	1.13
There are inadequate computer software	3.90	0.97
Internet Access is often unreliable	3.67	1.12
Aggregate Scores	**3.76**	**1.073**

Employee training and implementation of strategic plans

The study was also determined to assess how employee training affects implementation of strategic plans. The findings show that the aggregate score for employee training is M= 3.66; SD =1.007, the finding shows that respondents agree that employee training affect implementation of strategic plans.

Table 5: Employee training and implementation of strategic plans

Employee training and implementation of strategic plans	Mean	Std. Dev.
Employee training is relevant	4.66	0.57
There are adequate training resources	3.50	1.17
The training of employees is frequent	3.04	0.94
Employees' level of training is adequate.	3.17	1.12
There are remuneration disparities between equally trained employees	3.56	1.21
The employees exhibit high morale after training	4.06	1.033
Aggregate Scores	**3.66**	**1.007**

Organization cultural values and implementation of strategic plans

The study was also determined to assess how organization cultural values affect implementation of strategic plans. The findings show that the aggregate score for employee training is M= 2.39; SD =1.11, the finding shows that respondents are neutral on whether organizational cultural values affect implementation of strategic plans.

Table 6: Organization cultural values and implementation of strategic plans

Organization cultural values and implementation of strategic plans	Mean	Std. Dev.
Employees have an identity with the organizations values	3.70	1.12
Employees are supposable to behavioral change in accordance with change in strategic Management.	3.47	0.992
Employees have been integrated with new communication systems	3.006	1.22
Aggregate Scores	**3.39**	**1.11**

Strategic planning in the Ministry

The study was also determined to assess the importance of strategic planning in the ministry. The findings shows that the aggregate score for job satisfaction is M= 4.16; SD =0.9215, the finding shows that respondents agree that the listed areas of strategic planning are necessary in the ministry.

Table 7: Strategic planning in the Ministry

Strategic planning in the Ministry	Mean	Std. Dev.
For resource allocation	4.38	0.910
To review the leadership style	4.27	0.733
For culture build up	3.87	1.03
To review the organization structure	4.05	1.03
Review of training requirements	4.16	1.015
Review of technology requirements	4.25	0.811
Aggregate Scores	**4.16**	**0.9215**

Inferential Statistics

Correlation Analysis

The findings in table showed that there is a strong positive correlation between employee training and strategic plan implementation as shown by a correlation figure of 0.651, it was also clear that there was a weak positive correlation between financial resources and strategic plan implementation as shown by the correlation value of 0.472. Leadership style also proved to have a weak positive correlation with strategic plan implementation with a correlation value of 0.235. Organizational cultural value was also found to have a weak positive correlation with strategic plan implementation as shown with a correlation value of 0.120. Hence the employee training proved the most significant factor followed by financial resources.

Table 8: Correlation Results

		SII	LEADER	FRR	ITT	ECC	OCVV
SII	Pearson Correlation	1	.235**	.472**	.216**	.651**	.120
	Sig. (2-tailed)		.002	.000	.005	.000	.123
LEADER	Pearson Correlation	.235**	1	.286**	.017	.219**	.206**
	Sig. (2-tailed)	.002		.000	.828	.004	.008
FRR	Pearson Correlation	.472**	.286**	1	-.018	.571**	.502**
	Sig. (2-tailed)	.000	.000		.813	.000	.000
ITT	Pearson Correlation	.216**	.017	-.018	1	.216**	.270**
	Sig. (2-tailed)	.005	.828	.813		.005	.000
ECC	Pearson Correlation	.651**	.219**	.571**	.216**	1	.399**
	Sig. (2-tailed)	.000	.004	.000	.005		.000
OCVV	Pearson Correlation	.120	.206**	.502**	.270**	.399**	1
	Sig. (2-tailed)	.123	.008	.000	.000	.000	

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

KEY: SII= Strategic plan implementation; Leader= leadership style; FRR= Financial resources; IT= Information technology; ECC= Employee training; OCVV= Organizational cultural values.

Analysis of Variance

The findings indicate a P-value of 0.000 which is less than our significance level of 0.05. This infers that the independent variables were significantly related to the dependent variable of strategic plan implementation.

Table 9: Analysis of Variance

	Sum of Squares	df	Mean Square	F	Sig.
Regression	30.257	5	6.051	34.995	.000
Residual	27.840	161	.173		
Total	**58.098**	**166**			

Model Summary

From the model summary, the R squared revealed that the independent variables (leadership style, financial resources, employee training, information technology and organizational cultural values) of the study explain 52% (0.521 X 100) of the changes in the dependent variable (strategic plan implementation). Other variables not in the study contribute to the remaining 48% of the changes in strategic plan implementation. Therefore, further research should be conducted to investigate the significance of other variables (like management style) to strategic plan implementation.

Table 10: Model summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.722	.521	.506	.41584

Regression Coefficients

The findings portray that leadership style was found positive and insignificantly (P. value, 0.108) related to strategic plan implementation. Financial resources was found positive and significantly (P. value, 0.000) related to strategic plan implementation. Information technology was found positive and significantly (P. value, 0.002) related to strategic plan implementation. Employee training was found positive and significantly (p-value, 0.000) related to strategic plan implementation. Organizational cultural values was found negative and significantly (p-value, 0.000) related to strategic plan implementation. This infers that among the variables analysed; only leadership style was found insignificant to strategic plan implementation.

The regression equation becomes;

$Y = 1.381 + 0.064X_1 + 0.178X_2 + 0.126X_3 + 0.606X_4 - 0.233X_5$

According to the regression equation established, taking all the independent variables constant at zero, the strategic plan implementation will be 1.381. The data findings analyzed also shows that taking all other independent variables constant and at zero, a change in leadership style will lead to a 0.064 increase in strategic plan implementation. A change in financial resources will lead to a 0.178 increase in strategic plan implementation; and a change in information technology will lead to a 0.126 increase in strategic plan implementation. The results show that at change in employee training will lead to a 0.606 increase in strategic plan implementation. A change in Organizational cultural values will lead to a 0.233 decrease in strategic plan implementation.

Table 11: Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.381	.261		5.283	.000
LEADER	.064	.040	.092	1.616	.108
FRR	.178	.045	.295	3.925	.000
ITT	.126	.040	.187	3.148	.002
ECC	.606	.077	.549	7.899	.000
OCVV	-.233	.049	-.317	-4.729	.000

Conclusions

The study concludes that the leadership style of an organization insignificantly affects strategic plan implementation positively by creating a conducive environment for the employees. Leadership style enhances strategic plan implementation. This is in line with a study by Sami (2011) who established that the leader's objectives should be integrated with the organization's strategic goals and objectives to be championed. A leader should have a clear mental approach about the need of change and organization's capabilities.

The study concluded that a financial resource constraint significantly affects strategic plan implementation positively since it creates a change in strategic plan implementation. This has a lot of effect on strategy implementation given that a larger firm size provides more economies of scale, easier access to capital needed for expansion, and a greater ability to absorb the risks associated with exporting. Larger firms can deploy more resources for gathering information about foreign markets and cover the inconsistencies of foreign markets than the smaller firms. The conclusions are in agreement with Ashim, (2009) who found out those financial resources enable firms to invest in technological advancement and marketing expenditure. Financial capabilities translate tangible and intangible resources of the firm into new innovative products and technologies, many firms invest in R&D with the specific purpose of innovating for the foreign markets.

Information technology significantly affects strategic plan implementation positively. At the organization level, technology is at the centre of systems designed for finding customers' needs and satisfaction. Successful implementing of strategies results from integrating and coordination of technologic innovations, production processes, marketing, financing and personnel. This means that defined goals are achieved. Information technology is transforming business processes; increasing operational efficiency, reducing costs and reshaping the way organizations function in the online environment.

Employee training significantly affects strategic plan implementation positively. It creates a good avenue for growth by extending a helping hand to individuals in the organization. This concurs with a study by (Elbanna, 2011) who established that trained employees who use strategy training often become enthusiastic about their roles as facilitators of strategies attainment. Strategy training makes them more learners oriented and more aware of their strategic needs. Dockery, (2011) also suggested that training needs to be considered in a wider strategic context; the researcher firmly stated that training is an important tool in the implementation of innovations and other business changes. Additionally, Nikandrou and Papalexandris (2012) examined the practices adopted by successful Greek firms, with acquisition experience, in managing their personnel and found that increased human resource involvement in building organizational capability through training and development activities was one of the main strategic human resource practices implemented by those companies.

The study concludes that organizational cultural values of an organization significantly affect strategic plan implementation negatively by enabling a conducive environment and the spirit of teamwork in strategic plan implementation. Organizational values are the behaviours particularly valued in an organization, the principles of the way things are done around the organization, underpinning the culture. Organizational culture includes the highly influential sets of values which influence the selection, design and implementation of strategic initiatives, impacting growth and operational strategies. Dvir, (2010) established that misaligned cultural values create drag that impairs the performance of the organization‘s engines ‘for growth, hobbling strategies from being achieving to their full potential.

Recommendations

The study found a positive and insignificant relationship between leadership style and strategic plan implementation. It is therefore recommended that the ministry of Land, Housing and Urban Development should embrace an appropriate leadership style as this enhances strategic plan implementation. In addition, leadership enforces the people to formulate the organizational goals and then motivate them to jointly contribute in order to achieve organization's goals. Basically, a leader plays a vital role in decision making to ensure efficacy (effectiveness) and success of the organization.

Given that financial constraint was found to be positive and significant, the ministry of land, Housing and Urban Development needs to ensure availability of financial resources prior to implementation of strategic plans. Lee and Habte-Giorgis, 92014) established that Capital intensity is an important determinant of profitability, so it is positively associated with the firm's economic performance. Financial resources enable firms to invest in technological advancement and marketing expenditure.

The study found a negative and significant relationship between organizational cultural values and implementation of strategic plans. It is therefore recommended that the ministry of land, housing and urban migration should embrace a positive corporate culture to enable strategy implementation. Core values are the organization‘s essential and enduring tenets: timeless, guiding principles requiring no external justification, with intrinsic value to the organization‘s members.

Suggestions for Further Research

The researcher recommends that future research should be directed towards validating the results of this study by conducting a similar research in other sectors in Kenya by collecting data from different sources. Further research should also be conducted to investigate the other factors (48%) that affect strategic plan implementation in the ministry of Land, Housing and Urban Development.

References

Anderson, C. (2012). Aligning operations, marketing, and competitive strategies to enhance performance: an empirical test in the retail banking industry. *Omega,17,* 505-515.

Anderson, Kay. (2002). The role of metacognition in second language teaching and learning. *British journal of management*, 23, 235-248.

Ashim, G. (2009). The nature and implications of contextual influences on transformational leadership: a conceptual examination. *Academy of Management Review, 6,* 80-109.

Bantel, M. (2001). The influence of performance,environment and size on the identifiablity of firm strategy. *Journal of applied psychology*, 2(3), 32-47.

Bean, A. (2010). The role of intermediaries in the implementation of management science. *The implementation of management science*, 12, 121-138.

Beaumaster, S. (2009). *Information Technology Implementation Issues: An Analysis.* Virginia: .

Bryson, T. (2011). Project team and project manager. *European journal of information systems*, 4, 86-97.

Daft, R. Kendrick, M. & Vershinina, N. (2010). *Management.* Vanderbilt: Cengage Learning.

Dvir, Dov. (2010). An empirical analysis of the relationship between project planning and project success. *International journal of project management*, 89-95.

Elbanna, A. (2011). The validity of the improvisation argument in the implementation of rigid technology. *Journal of information technology*, 4, 21-29.

Flood, P. C., Dromgoole, T., Carrol, S. J., & Gorman. (2011). *Managing Strategy Implementation: An Organizational Behaviour Perspective.* Oxford: Blackwell.

Frimpong, Y. (2010). Delay and cost overruns in construction of groundwater projects in developing countries. *International journal of project management*, 15, 321-326.

GOK. (2013). *Strategic Plan.* Nairobi: Ministry of Labour Social Security and Services.

Holman, P. (2010). The concept of 'fit' in strategy research: toward verbal and statistical correspondence. *Academy of Management Review, 32*, 423-44.

Jugdev, K.. (2005). A retrospective look at our evolving understanding of project success. *Project management journal*, 2, 19-31.

Lee, J., & Habte-Giorgis, B. (2004). Empirical approach to the sequential relationships between firm strategy, export activity, and performance in U.S. manufacturing firms. *International Business Review*, 29, 101-129.

Leventhal, G. (1980). What should be done with Equity Theory. *Social Exchange*, 27-55.

Lynch, R. L. (2010). Values, emotions and authenticity: will the real leader please stand up? *Leadership Quarterly, 12*, 441-457.

Reilly, C. (2010). Effects of leaders alignment on strategy implementation. *Journal of leadership quarterly*, 9, 104-113.

Rumelt, R. (2007). Predicting unit performance by assessing transformational and transactional leadership. *Journal of applied psychology*, 2, 23-48.

Sami, Q. (2011). Exploring the leadership terrain . *Journal of economics and behaviouring studies*, 11, 185-189.

Singh, D. (2009). Export performance of emerging market. *Journal of international business*, *2*(2), 12-26.

Slack, N. & Lewis, M. (2013). *Operations Management.* New York: Psychology Press.

Stoian, M. (2011). *Export performance under the microscope.* London: Int.Bus.

Thompson, D. (2010). *Reply*. London: Sage.