FACTORS INFLUENCING STRATEGIC PLAN IMPLEMENTATION IN THE NEWLY ESTABLISHED PUBLIC UNIVERSITIES IN KENYA

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DECLARATION

This research project is my original work and has not been presented for a degree in any other University.

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I dedicate this work to my family, especially my parents; Nora and John Nyakeriga, My siblings; Stella, Caroline, Moses, Edward, Joseph and Brian. They have been my support system throughout this programme.

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ABSTRACT

Once excellent strategies are formulated, they must be effectively and efficiently translated into action. The general purpose of this study was to examine factors that influence implementation of strategic plans in newly established public universities in Kenya. The objectives of the study were; to examine how the existing human resources management practices, organizational culture and organizational leadership, organizational structure & administrative systems, and effective communication and consensus influence strategic plan implementation in the newly established public universities in Kenya. The research design was a descriptive survey carried out in three (3) Universities: - South Eastern Kenya University, Technical University of Kenya and Technical University of Mombasa. The population of the study was the Vice Chancellors, Deputy Vice Chancellors, Registrars, Finance officers, Procurement Officers, Administrative officers, Head of departments and lecturers. The accessible population was made up of 123 respondents from a target population of 1231 respondents composed of University Data was collected using interview guide schedule and questionnaires as the main data collection instruments. The collected data were analyzed using both descriptive and inferential statistics using the statistical package for social scientist (SPSS). The key findings of this study revealed that majority (95%) agreed that the existing human resources practices influences implementation of strategic plans in newly established public universities in Kenya. In addition, majority (97.5%) of the respondents agreed that, organizational culture and organizational leadership influence strategic plan implementation .Further still,96.7% of the respondents, strongly agreed that effective communication and consensus influence strategic plan implementation in newly established public universities. It was established that 95% of the respondents agreed that organizational structure & administrative systems influence strategic plan implementation in newly established public universities. which is also significant is a strong positive correlation r (120) = 0.884, p<0.05) and F(1,119) = 21.474, p< 0.05) , between human resources practices and strategy implementation, there is a strong positive correlation r (120) = 0.959, p<0.05 and F((1,119) = 19.804, p<0.05), between organizational culture and organizational leadership and strategy implementation, there is a strong positive correlation r (120) = 0.832, p<0.05, between administrative systems and strategic plan implementation, and that there is a strong positive correlation r (120) = 0.842, p<0.05 and F (1,119) = 23.337, p< 0.05) between effective communication and consensus and strategic plan implementation.

The recommendations of this study were that the university administration should constantly in service their employees, the government should appraise the universities on the basis of the effectiveness of their organizational culture and organizational leadership on strategic plan implementation,the university administrators should continuously review the administrative systems since they and the Government should set some standards of the communication modes in the universities since effective communication and consensus influence strategic plan implementation in newly established public universities in Kenya

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LIST OF ABBREVIATIONS

AOs   -Administrative Officers

CODs   -Chairmen of Departments

DVCs   -Deputy Vice Chancellors

FO   -Finance Officer

HODs   -Head of Departments

HRM   Human Resources Management

JKUAT   -Jomo Kenyatta University of Agriculture and Technology

KU   -Kenya University

MSU   -Maseno University

MU   -Moi University

P&P   Permanent and Pensionable

PO   -Procurement Officer

SEKU   -South Eastern Kenya University

SI   -Strategy Implementation

TUK   -Technical University of Kenya

TUM   -Technical University of Mombasa

UoN   -University of Nairobi

VC   -Vice Chancellor

CHAPTER ONE
INTRODUCTION

1.0 Background of Study

1.1 Overview of the New Public Universities in Kenya

Since 2007, Kenya has, through legal notices, embarked on an ambitious drive of establishing a university college in each county with 25 new University Colleges already established across the country. The newly established universities in Kenya are constituent colleges of the already existing public universities. It was the hope that the new Constituent Universities Colleges, though relatively deprived of facilities, will help admit an additional 10, 000 students and thus ease the country's admission crisis. The Government had been looking for ways to clear a backlog of over 40,000 would-be students – a pool that has grown since 1982 when universities were closed because of strikes following a failed coup.

The backlog worsened during a countrywide university strike in protest against the introduction of fees and a pay-as-you-eat programme in 1991. The backlog meant that students who qualify for degree courses following the Kenya Certificate of Secondary Education exams had to wait for two years before they can be admitted to government-funded programmes.

The number of school-leavers seeking university education had been raising faster than universities have been able to expand infrastructure, leading to strained facilities and compromised quality of learning. Due to space constraints, more than half of the 118,256 eligible students – 76,000 – missed out on a place at a public university in the last intake (mid-2012).

And with only 41,000 securing places in public universities, the balance were forced to seek education in costly private universities, join the equally expensive 'parallel programmes' – fee-charging courses in public institutions – or enter tertiary colleges or youth polytechnics

The creation of the 15 universities came at a time when Kenya had begun implementing far-reaching higher education reforms aimed at streamlining and improving the management of university affairs. (Gilbert Nganga "plans for 15 new public universities to boost places," *University World News, 09 February 2013 Issue No: 258*).

1.2 Strategy

Strategy from Henrys Mintzberg point of view has different meanings. He presents a definition of the word initially and says while people seek essentially a unique meaning with its concepts; they tend to choose one of them for discussions. He declares that a few terms such as 'perspective', 'plan', 'ploy', 'pattern' and', position' are used instead of strategy. Mintzberg (1995) has created a "five-P-model" for the definition of strategy, which provides some clues to the rich meaning of the concept. The classical conception of strategy can be seen in military strategy, in game theoretical management literature (Neumann and Morgenstern, 1947) and in many content based management textbooks.

A wholly different conception of strategy is to view it as a pattern of emerging actions and behavior. According to the pattern-view, strategy is not a preconceived plan, but a consistency in behavior. In a sense according to the pattern view, strategy is not a proactive but a reactive concept. This view may be hard to accept, but it reflects the reality of many organizations (Mintzberg, 1995).

Mintzberg himself has been an influential proponent of the pattern-view. He has argued that, in the complex reality experienced by the modern organization, the job of the manager is not that of programming the employees but that of giving them a strategic vision, created by hard data provided by the strategists (Mintzberg, 1994), a similar argument is given by Bartlett and Ghoshal (1994) who emphasize the need for managers to provide purpose for the members of their organizations.

The strategy can be viewed as a position for the company in its environment. Environment is the keyword here – the organization has to create a fit for itself in relation

to its competitors, external stakeholders and so on. This conception of strategy can be seen as proactiveor reactive, as planning-based or emergent (Mintzberg, 1995).

Pfeiffer, Goodstein, Nolan, 1986 &Rothwell, 1989, looks at strategic planning as the process by which members of an organization envision its future and develop the necessary procedures and operations to achieve that future. Strategic planning is also "a process of defining the values, purpose, vision, mission, goals and objectives of an organization. Through the planning process, a jurisdiction or agency identifies the outcomes it wants to achieve through its programs and the specific means by which it intends to achieve these outcomes."

1.3 Strategic Planning

Strategic planning is a disciplined effort to produce decisions and actions that guide and shape what the organization is, what it does, and why it does it (Bryson, 1995). Both strategic planning and long range planning cover several years. However, strategic planning requires the organization to examine what it is and the environment in which it is working. Strategic planning also helps the organization to focus its attention on the crucial issues and challenges. It, therefore, helps the organization's leaders decide what to do about those issues and challenges.

In short, as a result of a strategic planning process, an organization will have a clearer idea of what it is, what it does, and what challenges it faces. If it follows the plan, it will also enjoy enhanced performance and responsiveness to its environment. (Source: Western Michigan University).

1.4 Strategy Implementation

According to Mintzberg, (1973), Strategy Plan Implementation is the process that follows immediately after strategic plan formulation and entails the action point of strategic management process. It involves all the stakeholders of an organization and should be well handled because it is the actualization point without which strategic plans are devoid of their value addition aspect.

A strategic plan is of little use to an organization without a means of putting it into place. In fact, implementation is an essential part of the strategic planning process, and

organizations that develop strategic plans must expect to include a process for applying the plan. The specific implementation process can vary from organization to organization, dependent largely on the details of the actual strategic plan, but some basic steps can assist in the process and ensure that implementation is successful and the strategic plan is effective.(Source: Kristie Lorette, "The implementation Process of Strategic Plans" *Demand Media*).

Pressman and Wildavsky (1984) state that implementation could not be successful if it is divorced from Planning. They further argue that good implementation must begin in the actual planning of the policy. Policy makers tend to divorce themselves from the actual implementation of their policy and as a result they misestimate the amount of time and detail that is required to be successful. This comes in many forms. Pressman and Wildavsky (1984) note leaders make decisions and in thinking about the finish line, often fail to contemplate all the intricacies of getting there. They expect those under them to figure out the sequence of events. Implementation is an evolutionary process, not a revolutionary. There must always be evaluation and tweaking occurring for implementation to be successful. This must be an ongoing process or the project will hit a wall and may not recover. The longer the players take to implement the policy the more difficult it is to be successful. The key to a successful strategy planning implementation is by aligning the initiatives, having a full and active executive support, widespread perceived need for the strategic planning effective communication, through engaging employees, thorough organizational planning and competitive analysis, aligning budgets and performance, and by monitoring and adapting.

1.5 Statement of Problem

Strategic planning and Implementation in higher education can be a mammoth undertaking. Higher education institutions are typically large and complex. In addition, there is often a great deal of internal competition among self-contained departments who may be more loyal to their discipline than to the university *(Taylor and Knarr 1999)*. In Kenya, public universities have started to get serious about strategic planning and implementation because they recognize the challenges they face today and also because they are required by the government to carry out strategic planning (GOK, 2006). As a

formality, all public universities have strategic plans on paper; most of them have not implemented their strategic plans as evidence by the poor performance in structural development, poor internal organization ad competent personnel, poor administrative systems and policies, and weak human resources practices. This poor performance of University activities by University management has led to stagnation of planned development projects.

Karami, (2007) in his study said that strategy implementation has been the subject of increased study and search for solution; especially since the process from strategy formulation to implementation is not efficient and is inadequate .Lewa, Mutuku and Mutuku, (2009) conducted studies saying that universities are essentially traditional in orientation must find new ways of dealing with issues facing them including increasing competition from private universities and colleges. It is therefore imperative that strategic planning is one of the major steps the universities can take to address the challenges.

Past local studies (Obare, 2006) (Koske 2003), (Lumiti, 2007), (Ateng, 2007) concurred that good strategies have been written but very little has been achieved in their implementation. David (2001) noted that without understanding and commitment, strategy implementation efforts face major problems; Managers are prone to overlook implementation realities.Ansoff (1988) in his study opinionated that, for any organization, strategy helps in integrating the long term plans and ensuring that there is harmony between the vision, mission, objectives, core values, activities and its environment.

It is therefore important to note that, in all these studies, there is no evidence of a study to show why strategic plans are not fully implemented. Therefore the purpose of this study is to examine the factors that influence strategic plan implementation in the newly established public universities.

1.6 Research Objectives

The general purpose of this study is to investigate factors that influence implementation of Strategic Plans in newly established public universities in Kenya.

The study was guided by the following specific objectives;-

i. To examine how the existing human resources practices influences implementation of strategic plans in newly established public universities in Kenya

ii. To determine the influence of organizational culture and organizational leadership to strategic plan implementation in new established public universities in Kenya

iii. To establish how the administrative systems influence implementation of strategic plans in newly established public universities in Kenya

iv. To determine how effective communication and consensus influence strategic plan implementation in newly established public universities in Kenya.

1.7 Hypothesis of the study

Ho1 There is no significant difference in mean between Human Resources Practices Management and Strategic Plan Implementation

Ho2 There is no significant difference in meanbetween Organizational Culture and Organizational Leadership and Strategic Plan Implementation

Ho3 There is no significant difference in meanbetween Organizational Structure &Administrative Systems and Strategic Plan Implementation

Ho4 There is no significant difference in meanbetween Effective Communication and Consensus and Strategic Plan Implementation

1.8 Significance of the study

This study highlights how strategy implementation has been researched so far and how this field may be moved forward so as to help in effective execution of strategic plans. The universities Management will be able to establish mechanisms to counter the factors that impede strategic plans implementation. The study will generate more knowledge on strategy implementation in public universities in Kenya and this will assist public universities to appreciate and enhance factors that enable effective execution of strategic plans. The findings of this study will influence strategic planning decisions of Universities. It will provide knowledge on how to turn strategies and plans into individual actions, necessary to produce a great business performance. This study will

provide insight on how to translate the theory into action plans that will enable strategies to be successfully implemented and sustained. This will help evaluate future project costs and determine cost allocation to fund projects from start to finish.

1.9 Justification of the study

This study was justified by the need to determine factors that influence the Implementation of strategic plans in the newly established public universities seeing that most of them went ahead to launch theirs immediately after being uplifted from colleges to universities. The most important issue is why these strategic plans have not been fully implemented in these universities. This study will reveal the loopholes in prioritization of activities and also in the implementation process

1.10 Scope of the Study

The geographical areas covered in this study were three regions; Coastal, Nairobi and Eastern. Three universities identified were South Eastern Kenya University, Technical University of Kenya and Technical University of Mombasa which will be a representative of the 23 new public universities in Kenya.

The time period within which the study was carried out was from 1st November 2014 through 25th February 2015.

1.11 Limitations of the Study

The study was faced with the problem of concealment of material information by the respondents. Some respondents lacked interest in filling in questionnaires & some respondents were not accessible due to the nature of their offices especially the university management

CHAPTER TWO
LITERATURE REVIEW

2.1   Introduction

Great strategies are worth nothing if they cannot be implemented (Okumus and Roper 1999). It can be extended to say that better to implement effectively a second grade strategy than to ruin a first class strategy by ineffective implementation. Less than 50% of formulated strategies get implemented (Mintzberg 1994; Miller 2002; Hambrick and Canella 1989). Every failure of implementation is a failure of formulation.

The utility of any tool lies in its effective usage and so is the case with strategy. Strategy is the instrument through which a firm attempts to exploit opportunities available in the business environment. The performance of a firm is a function of how effective it is in converting a plan into action and executing it. Thus implementation is the key to performance, given an appropriate strategy.

In literature, implementation has been defined as "the process by which strategies and policies are put into action through the development of programs, budgets and procedures" (Wheelan and Hunger). This involves the design or adjustment of the organization through which the administration of the enterprise occurs. This includes changes to existing roles of people, their reporting relationships, their evaluation and control mechanisms and the actual flow of data and information through the communication channels which support the enterprise. Chandler(1962); Hrebiniak and Joyce (2005).

2.2   Theoretical Models of Strategy Implementation
2.2.1 Perspectives to Strategy Implementation

Strategic management is often divided into two phases: strategy planning/design and strategy implementation. The role of implementation is to guarantee that the – often abstract – strategic plans designed by the strategic apex of an organization become manifested in to everyday work. Without adequate attention and resources for implementation, there is thus an obvious danger that the new strategy newer reaches the

operational core of the organization. This is important since there are numerous examples of cases where carefully planned strategies have failed because of a lack of appropriate implementation. Accordingly, the strategy planning process should always involve concrete means for the implementation as well. From this perspective, strategy planning and implementation are, in fact, not phases but continuum of strategic management.

Strategy implementation always consumes organization's financial and human resources. In addition, successful strategy implementation quite often requires important changes in, for instance, organizational structures, management and Human Resource Management practices, as well as in values and organizational culture. (Beer &Eisenstat 2000).Moreover, it is very difficult, perhaps even impossible; to implement a strategy that the operational core of an organization is able to understand as such. Therefore a strategy should not be too abstract; when designing the new strategy, members of strategic apex should try to use the same concepts and similar kind of thinking as those in operational core do, as well as try to look the strategy from their perspective. As a consequence it should be possible for the members of operational core to interpret the strategic aims in right ways. (Mantere et al. 2003).

Generally, that the bigger the organization the further the strategic apex is from the operational core. In large and hierarchical organizations it is usually more difficult to implement strategy; the strategic message might thus just stop to some level in the middle line and therefore never reach the 'bottom of the pyramid'. Moreover, in the worst-case scenario, it might take a long time before the upper management of the organization even realizes this. Even in smaller and less hierarchical organizations there usually is a middle line – at least one layer of middle managers – between the strategic apex and the operational core. It is these middle lines, and the middle managers in particular, that are in most cases responsible for 'transmitting' strategic messages forward inside organizations (Aaltonen&Ikävalko 2002). While the CEO of a company or the sector of a university might, for instance, organize a briefing for the employees concerning a new strategy, at the end, those responsible for making sure that the strategy is actually followed in the everyday work of the organization are the middle managers.

Without middle managers there would be a gap between the strategic apex and the operational core, and it would be more or less impossible to implement strategies.

Näsi and Mantere (2002) divide strategy implementation into four dimensions: organization, communication, motivation and monitoring. While the general instructions for carrying out these tasks might come from the upper management of an organization, it is the middle managers and immediate superiors who are responsible for executing those (Aaltonen & Ikävalko 2002). It is thus their job to communicate the strategy, organize the work according to the strategy, motivate their subordinates to follow the strategy, and finally keep watch that the strategy actually materializes in the everyday work.

According to Rodriguez and Hickson (1995), the success factors in strategy implementation are somewhat different between public and private sectors. In private sector the success of strategy implementation is more dependent on resources whereas in public sector the essential challenge is to attain appropriate participation. In other words, especially as it comes to public sector organizations it is vital to motivate employees in order to get their participation to the strategy implementation. In similar way Lares-Mankki (1994) has found low motivation to be one of the key strategy implementation 'bottlenecks'. Alexander (1985) claimed that the overwhelming majority of the literature has been on the formulation side of the strategy and only "lip service has been given to the other side of the coin, namely strategy implementation".

These studies, though increasing in numbers, are few and considered less "glamorous" than those on strategy formulation (Atkinson, 2006). On the other hand, problems with implementation continue unabated. This signals the need for balancing strategic planning with implementation based strategies and studies. Strategy implementation is connected with organizational change. All organizations resist change and try to maintain status quo, sometimes even if it yields unsatisfactory results. Resistances to change are a multifaceted phenomenon which introduces delays, additional costs and instabilities into the process of introducing change.

Inappropriate systems utilized during the process of operationalization, institutionalization and control of the strategy are often sources of challenges during strategy plan implementation. The process of institutionalization relies heavily on the organization configuration that consists of the structures, processes, relationships and boundaries through which the organization operates (Johnson and Scholes, 2003). The relationship consists of interactions, influence, communication and power dynamics, among other elements that occur in a systematic or a structured manner.

Poor Strategy plan implementation are also found in sources external to the organization, the challenges will emanate due to changes in the macro-environment context, namely Economic, Politico-Legal, Social, Technological and Environmental. Efforts to implement the strategy can be greatly impaired by challenges arising from the industry forces that include powerful buyers, powerful supplies and stiff rivalry from the competitors. Changes in the degree of integration of major competitors, industry's vulnerability to new or substitute products, changes in magnitude of the barriers of entry, number and concentration of suppliers, nature of the industry's customer base and the industry's average percentage utilization of production capacity are likely to impact on implementation.

2.2.2 Henry Mintzberg 5 P's Model for Strategy Implementation

The word "strategy" has been used implicitly in different ways even if it has traditionally been defined in only one. Explicit recognition of multiple definitions can help people to manoeuvre through this difficult field. Mintzberg provides five definitions of strategy: Strategy is a plan - some sort of consciously intended course of action, a guideline (or set of guidelines) to deal with a situation. By this definition strategies have two essential characteristics: they are made in advance of the actions to which they apply, and they are developed consciously and purposefully. As plan, a strategy can be a ploy too; really just a specific manoeuvre intended to outwit an opponent or competitor. Strategy is a pattern - specifically, a pattern in a stream of actions. Strategy is consistency in behavior, whether or not intended. If strategies can be intended (whether as general plans or

specific ploys), they can also be realized. The definitions of strategy as plan and pattern can be quite independent of one another: plans may go unrealized, while patterns may appear without preconception.

Plans are intended strategy, whereas patterns are realized strategy; from this we can distinguish deliberate strategies, where intentions that existed previously were realized, and emergent strategies where patterns developed in the absence of intentions, or despite them.Strategy is a position - specifically a means of locating an organization in an "environment". By this definition strategy becomes the mediating force, or "match", between organization and environment, that is, between the internal and the external context.

Strategy is a perspective - its content consisting not just of a chosen position, but of an ingrained way of perceiving the world. Strategy in this respect is to the organization what personality is to the individual. What is of key importance is that strategy is a perspective shared by members of an organization, through their intentions and / or by their actions. In effect, when we talk of strategy in this context, we are entering the realm of the collective mind - individuals united by common thinking and / or behavior.

2.2.3 Resource Allocation Process Model

The stream of literature dealing with the resource allocation process looks at the process of resource allocation as a proxy for implementation of strategy (Bower 1970). Resource has been defined in this literature as assets tied semi-permanently to firms and includes tangibles and intangibles (Wernerfelt 1984). The central proposition is that the way the resources are allocated in the firm shapes the realized strategy of the firm. Understanding the resource allocation process allows one to understand how strategy is made. The processes that lead to strategic outcomes are remarkably stable even as environments change. Despite the complexity of the process, many of the forces can be managed if they are understood.

2.2.4 McKinsey 7S Framework

The McKinsey 7S model was named after a consulting company, McKinsey and Company, which has conducted applied research in business and industry (Pascale & Athos, 1981; Peters &Waterman, 1982). All of the authors worked as consultants at McKinsey and Company; in the 1980s, they used the model to analyze over 70 large organizations. The McKinsey 7S framework was created as a recognizable and easily remembered model in business and it's the most appropriate model to be applied in this study. The seven variables, which the authors term "levers", all begin with the letter "S" and these seven variables, include; strategy, it's the plan of action an organization prepares in response to, or anticipation of, changes in its external environment. Strategy is differentiated by tactics or operational actions by its nature of being premeditated, well thought through and often practically rehearsed. It deals with essentially three questions; where the organization is at this moment in time, where the organization wants to be in a particular length of time, and how to get there. Thus, strategy is designed to transform the firm from the present position to the new position described by objectives, subject to constraints of the capabilities or the potential (Ansoff, 1965).

Structure, Business needs to be organized in a specific form of shape that is generally referred to as organizational structure. Organizations are structured in a variety of ways, dependent on their objectives and culture. The structure of the company often dictates the way it operates and performs (Waterman et al., 1980). Traditionally, the businesses have been structured in a hierarchical way with several divisions and departments, each responsible for a specific task such as human resources management, production or marketing. Many layers of management controlled the operations, with each answerable to the upper layer of management. Although this is still the most widely used organizational structure, the recent trend is increasingly towards a flat structure where the work is done in teams of specialists rather than fixed departments. The idea is to make the organization more flexible and devolve the power by empowering the employees and eliminate the middle management layers (Boyle, 2007).

Systems, every organization has some systems or internal processes to support and implement the strategy and run day-to-day affairs. For example, a company may follow a particular process for recruitment. These processes are normally strictly followed and are designed to achieve maximum effectiveness. Traditionally the organizations have been following a bureaucratic-style process model where most decisions are taken at the higher management level and there are various and sometimes unnecessary requirements for a specific decision (e.g. procurement of daily use goods) to be taken. Increasingly, the organizations are simplifying and modernizing their process by innovation and use of new technology to make the decision-making process quicker. Special emphasis is on the customers with the intention to make the processes that involve customers as user friendly as possible (Lynch, 2005).

Style/Culture, All organizations have their own distinct culture and management style. It includes the dominant values, beliefs and norms which develop over time and become relatively enduring features of the organizational life. It also entails the way managers interact with the employees and the way they spend their time. The businesses have traditionally been influenced by the military style of management and culture where strict adherence to the upper management and procedures was expected from the lower-rank employees. However, there have been extensive efforts in the past couple of decades to change to culture to a more open, innovative and friendly environment with fewer hierarchies and smaller chain of command. Culture remains an important consideration in the implementation of any strategy in the organization (Martins and Terblanche, 2003).

Staff, Organizations is made up of humans and it's the people who make the real difference to the success of the organization in the increasingly knowledge-based society. The importance of human resources has thus got the central position in the strategy of the organization, away from the traditional model of capital and land. All leading organizations such as IBM, Microsoft, Cisco, etc put extraordinary emphasis on hiring the best staff, providing them with rigorous training and mentoring support, and pushing their staff to limits in achieving professional excellence, and this forms the basis of these

organizations' strategy and competitive advantage over their competitors. It is also important for the organization to instill confidence among the employees about their future in the organization and future career growth as an incentive for hard work (Purcell and Boxal, 2003).

Shared Values/Super ordinate Goals, All members of the organization share some common fundamental ideas or guiding concepts around which the business is built. This may be to make money or to achieve excellence in a particular field. These values and common goals keep the employees working towards a common destination as a coherent team and are important to keep the team spirit alive. The organizations with weak values and common goals often find their employees following their own personal goals that may be different or even in conflict with those of the organization or their fellow colleagues (Martins and Terblanche, 2003).

2.3 Empirical Evidence of Strategy Implementation

Strategy implementation comprises a series of decisions and activities by managers and employees affected by number of interrelated internal and external factors-to turn strategic plans in to reality in order to achieve strategic objectives. There are factors that influence the success of a strategy implementation ranging from who communicates or implements the strategy to the systems or mechanisms in place for coordination and control.

According to Dunlop, Firth & Lurie, (2013), Studies consistently show that many strategies fail in the implementation phase. The root of the problem may be traced to three factors: a failure of translation, a failure of adaptation, and a failure to sustain change over the long term. A dynamic approach to strategy implementation can help overcome the limitations of the traditional administrative approach that serves as a breeding ground for these failures. In this article, the authors discuss the key elements of this dynamic approach and how it has helped leading enterprises deliver more effectively on their strategic ambition.

Failure to translate the strategy, the decision to make a significant change in strategy is often not made lightly; it is the result of much thought, discussion, and analysis by a firm's leaders. The communication of the new direction, however, is often made as terse and aspirational as possible: A series of four to five statements about strategic intent or direction—for example, "be customer-centric" or "accelerate innovation"—are announced to employees and investors alike. The high level and abstractness of these statements are often justified by the rationale that "to implement we have to keep what we say very simple."(Dunlop, Firth & Lurie, 2013).

Unfortunately, implementation of the strategy begins to fail right then — before the teams are formed or the detailed plans are laid out. Why? This occurs because too much of the meaning of each strategic intention is left tacit or unclear, and because each strategic intention is presented and then acted upon as if it could be accomplished on a stand-alone basis. Without an explicit picture of what the strategic aspiration means and how the various components fit together, two undesirable things typically happen. First, implementation teams will build what they already know or can glean easily through benchmarking, and may act as if what they are building is consistent with the aspiration. That causes the company to fall short of its strategic aspiration because a new strategy typically requires an organization to do at least some things very differently from how they are currently done. Second, implementation teams that don't know how the parts of the strategy are meant to work together will simply build another silo to meet their own needs at the cost of accurate and integrated outputs. (Amelia Dunlop, Vincent Firth & Robert Lurie, 2013).

Failure to adapt the strategy, in many large-scale implementation efforts, companies pay close attention to sequencing key activities and identifying critical dependencies. In doing so, they assume the organization can implement the necessary changes rapidly before conditions change. That assumption flies in the face of reality: Key employees leave, competitors' act, customer expectations evolve, and new regulatory laws are passed. In the real world, an organization must respond to a constantly shifting landscape so that moving from point A to point B is rarely done in a straight line, but rather via a

series of choices and course corrections in response to internal and external conditions. (Amelia Dunlop, Vincent Firth & Robert Lurie, 2013).

Failure to sustain the strategy, one of the major risks inherent in any large change effort (including strategy implementation) is the inevitable slump that occurs as leaders' initial enthusiasm encounters the headwinds of organizational resistance. Such resistance can arise from sheer fatigue: Individuals tire of waiting for the promised "big bang" payoff after months of up-front investment, and they question the value of the changes being pushed through the organization. Organizational resistance also arises when individuals lack the skill or knowledge to do what's required of them under the new strategy, and they receive insufficient support to build the necessary competencies. When leadership under invests in building organizational capabilities, implemented changes fail to take root as individuals revert to old behaviors and approaches. (Amelia Dunlop, Vincent Firth & Robert Lurie, 2013).

2. 4 Critical factors of Strategy Implementation in Public Universities

2.4.1 Human Resources Management Practices

Human resource management is defined as a strategic and coherent approach to the management of an organization's most valued assets – the people working there who individually and collectively contribute to the achievement of its objectives

John Storey (1989) believes that HRM can be regarded as 'a set of inter- related policies with an ideological and philosophical underpinning'. He suggests four aspects that constitute the meaningful version of HRM: a particular constellation of beliefs and assumptions, a strategic thrust informing decisions about people management, the central involvement of line managers, and reliance upon a set of 'levers' to shape the employment relationship

High-involvement management approach involves treating employees as partners in the enterprise whose interests are respected and who have a voice on matters that concern them. It is concerned with communication and involvement. The aim is to create a

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climate in which a continuing dialogue between managers and the members of their teams takes place in order to define expectations and share information on the organization's mission values and objectives This establishes mutual understanding of what is to be achieved and a framework for managing and developing people to ensure that it will be achieved

High-performance management practices include rigorous recruitment and selection procedures, extensive and relevant training and management development activities, incentive pay systems and performance management processes. A well-known definition of a high-performance work system was produced by the US Department of Labor (1993). The characteristics listed were; careful and extensive systems for recruitment, selection and training, formal systems for sharing information with the individuals who work in the organization, clear job design, high-level participation processes, monitoring of attitudes, performance appraisals, promotion and compensation schemes that provide for the recognition and financial rewarding of the high-performing members of the workforce

Strategic fit, The HR strategy should be aligned to the business strategy (vertical fit). HR strategy should be an integral part of the business strategy, contributing to the business planning process as it happens .Vertical integration is necessary to provide congruence between business and human resource strategy so that the latter supports the accomplishment of the former and, indeed, helps to define it Horizontal integration with other aspects of the HR strategy is required so that its different elements fit together Strategy Formulation, Good execution cannot overcome a shortcoming of a bad strategy or a poor strategic planning effort (Hrebiniak, 2006). Several studies mention the importance of consistent and filling strategy (Alexander, 1985; Allio, 2005). Alexander (1985) states that the need to start with a formulated strategy that involves a good idea or concept is mentioned most often in helping promote successful implementation. As Allio (2005) notes, a good implementation naturally starts with a good strategic input, the soup is only as good as the ingredients.

The Role of Executors in Strategy Implementation, The effectiveness of Strategy Implementation is affected by the quality of people involved in the process(Govindarajan,1989) who comprise of top management(CEO, CFO, Chief Operating Officer) middle management, lower management and non-management, playing different roles in Strategy Implementation & receiving varying degrees of attention in the respective literature. Authors like Smith & Kofron, 1996; Hrebianiak &Snow (1982), for example, find that the process of interaction and participation among top management team leads to greater commitment to the firms' goals and strategies. This serves to ensure the successful implementation of the firms chosen strategy (cited in Dess &Priem, 1995). Schmidt &Brauer (2006) take the board as the key subjects of Strategy Implementation and discuss how to access board effectiveness in guiding strategy execution. Noble & Mokwa (1999) put forward three dimensions of commitment that emerged as central factors which directly influence strategic outcomes; Organizational commitment, Strategy commitment or Role commitment. Their findings suggest that an individual manager's implementation role performance will influence the overall success of the implementation effort. Both strategy commitment and the role commitment were shown to influence role performance. However, the most commonly studied dimension organizational commitment, showed no relationship to role performance in either of their samples. Their results highlighted the complexity of the commitment to an organization alone does not explain this complicated variable fully.

Relationships among different units/departments and different strategy levels, several studies treat institutional relationships among different units/departments and different strategy levels as significant factor that affects the outcome of Strategy Implementation. Some researchers suggest that corporate-business units' relationships can either facilitate or inhibit the implementation of the strategic business units (SBU's) intended strategy (Walker &Ruekert, 1987; Gupta, 1987; Golden, 1992)

According to Noble's (1999a) summary, cross-functional issues are frequently examined from the perspective of the marketing unit, especially marketing and R&D or marketing and manufacturing. Other cross-functional pairings or the overall network of relationships needed for successful implantation receive little attention. Chimhanzi (2004) also suggest that cross unit working relationships have a key role to play in the

successful implementation of marketing decision and points out that the marketing and R&D interface remains the most extensively researched dyad within the specific context of the new product development process. Chimhanzi and Morgan's (2005) finding indicate that firms devoting attention to the alignment of marketing and Human Resources are able to realize significantly greater successes in their SI.

2.4.2 Effective Communication and Consensus

Effective Communication, Many researchers have emphasized the importance of adequate communication channels for the process of strategy implementation. Alexander (1985) notes that communication is mentioned more frequently than any other single item that promotes successful strategy implementation. Communication includes explaining what new responsibilities, tasks, and duties need to be performed by the employees in order to implement the strategy. It answers the why behind the changed job activities, and explains the reasons why the new strategic decision was made. Rapert and Wren (1998) find that organizations where employees have easy access to management through open and supportive communication channels outperform those with more restrictive communication environments.

Effective communication is a fundamental requirement for any effective strategy implementation. Organizational communication plays an important role in training, knowledge acquisition and applied learning during the process of implementation. In fact, communication is vital in every aspect of strategy implementation, as it relates in to the organizational context, organizing processes and the implementation objectives.

Consensus, Nielsen (1983) notes that firms must achieve consensus both within and outside their organization in order to successfully implement business strategies. The consensus about a firm's strategy may differ across the operation channels within the company. If the employees of the company are not on the same information level or if information passes through many layers in the organization, a lower level of consensus would result. This lack of shared understanding may create obstacles to successful strategy implementation (Noble, 1999b).

Floyd and Wooldridge (1992) label the gulf between strategies conceived by top management and awareness at lower levels as "implementation gap". Strategic consensus is the agreement between the top, middle, and lower-level managers on the fundamental policies of the organization. Strategic decisions a9re initiated by a team of top managers and then mandated to the rest of the organization, overlooking the importance of securing consensus with and commitment to the organizational strategy with the lower level employees, which is a big barrier for effective strategy implementation.

2.4.3 Organizational Culture & Organizational Leadership

Organizational culture includes the shared beliefs, norms and values within an organization. It sets the foundation for strategy. For a strategy within an organization to develop and be implemented successfully, it must fully align with the organizational culture. Thus, initiatives and goals must be established within an organization to support and establish an organizational culture that embraces the organization's strategy over time. Institutions that remain flexible are more likely to embrace change and create an environment that remains open to production and communication. This provides a model that welcomes cultural diversity and helps clarify strategy implementation. Culture within an organization can serve many purposes, including unifying members within an institution and help create a set of common norms or rules within an institution that employees follow.

A stable culture, one that will systematically support strategy implementation, is one that fosters a culture of partnership, unity, teamwork and cooperation among employees. This type of corporate culture will enhance commitment among employees and focus on productivity within the organization rather than resistance to rules and regulations or external factors that prohibit success.

Flexible, strong and unified cultures will approach strategy implementation and affect implementation in a positive manner by aligning goals. Goals can come into alignment when the Institutions culture works to focus on productivity and getting the organization's primary mission accomplished. This may include getting services

delivered to customers on time, providing services better than the institution's chief competitor or similar goals. This will create a domino effect in the institution that ensures that all work performed by each individual in the company and work group focuses on performance and on the strategic importance of the institution. This allows culture to align with strategy implementation at the most basic level. For this level of unification to work, goal setting must align with and be supported by systems, policies, procedures and processes within the organization, thereby helping to achieve strategy implementation and continuing the cultural integrity of the organization.

Part of cultural alignment and strategy implementation involves process implementation. Processes include utilizing technology to facilitate goal attainment and the results a institution is looking for when working with customers to meet their needs. While most of the time the hard problems and needs of an organization get met, the culture becomes neglected in the process. That is where processes come into place and strategy implementation gradually comes into existence to uphold and maintain organizational culture and strategies.

When culture aligns with strategy implementation, an institution is able to more efficiently operate in the global marketplace. Culture allows institutional leaders to work both individually and as teams to develop strategic initiatives within the institutions. These may include building new partnerships and re-establishing old ones to continue delivering the best possible services and services to a global market

Organizational Leadership, According to John P. Kotter (1990), this involves action on two fronts. The first is in guiding the organization to deal with constant change. This requires CEOs who embrace change, and do so by clarifying strategic intent, who guild their organization and shape their culture to fit with opportunities and challenges change affords. The second front is in providing the management skill to cope with ramifications of constant change. This means identifying and supplying organization with operating managers prepared to provide leadership in guiding and shepherding toward a vision over

time and developing organization's future leadership. In addition, an organizational leader faces all kind of barriers, such as conflicting objectives, political rivalries and organizational inertia. Things don't always work out as planned; such happenings impede strategic plan implementation process. Kangoro (1998) notes that lack of strategic management practices by top management and other employees of the organizations results in poor implementation

2.4.4 Organizational Structure &Administrative Systems

Roth, Schweiger& Morrison (1991) study suggests that organizational business units make use of three administrative mechanisms which are formalization, integrating mechanisms, and centralization, to create operational capabilities of configuration, managerial philosophy and coordination, to support business strategy implementation. Some researchers have also focused on the control systems which are one of important ingredients of administrative systems (Drazin& Howard, 1984; Nilsson & Rapp, 1999). Drazin and Howard (1984) discuss about the role of formal control system in the process of strategy implementation, and suggest that the fluidity of control system contribute to strategy implementation (Noble, 1999b).

Organizational Structure is not simply an organization chart. Structure is all the people, positions, procedures, processes, culture, technology and related elements that comprise the organization. It defines how all the pieces, parts and processes work together (or don't in some cases). This structure must be totally integrated with strategy for the organization to achieve its mission and goals. Structure supports strategy. If an organization changes its strategy, it must change its structure to support the new strategy. When it doesn't, the structure acts like a bungee cord and pulls the organization back to its old strategy. Strategy follows structure. What the organization does defines the strategy. Changing strategy means changing what everyone in the organization does.

When an organization changes its structure and not its strategy, the strategy will change to fit the new structure. Strategy follows structure. Suddenly management realizes the organization's strategy has shifted in an undesirable way. It appears to have done it on its own. In reality, an organization's structure is a powerful force. You can't direct it to do

something for any length of time unless the structure is capable of supporting that strategy.

There are three structural dimensions that influence communication, coordination, and decision making which are key to strategy implementation.

Formalization is the degree to which decisions and working relationships are governed by formal rules and procedures. Rules and procedures provide a means for defining appropriate behaviors. Routine aspects of a problem can be dealt with easily through the application of rules, and rules enable individuals to organize their activities to benefit themselves and the organization. They are a form of organizational memory and enable businesses to fully exploit previous discoveries and innovations.

Formal rules and procedures can also lead to increased efficiency and lower administrative costs. Firms with fewer formal procedures are often referred to as borganic, Organic firms encourage horizontal and vertical communication and flexible roles. High-tech businesses frequently utilize a relatively stable substrate of formal structure and then overlay this base with temporary project teams and multi-functional groups. The net effect is to achieve the efficiency of a functional organization and the market effectiveness of a divisional form. Temporary teams are used for a wide range of activities including new product development, strategic assessments, and process development.

Centralization refers to whether decision authority is closely held by top managers or is delegated to middle and lower level managers. Lines of communication and responsibility are relatively clear in centralized organizations, and the route to top management for approval can be traveled quickly.

While fewer innovative ideas might be put forth in centralized organizations, implementation tends to be straightforward once a decision is made. This benefit, however, is primarily realized in stable, noncomplex environments. MattiAlahuhta, the head of Nokia's mobile phone division. The benefits of this kind of hands-off management include encouraged creativity, entrepreneurship, and personal responsibility.

Specialization refers to the degree to which tasks and activities are divided in the organization. Highly specialized organizations have a higher proportion of specialists who direct their efforts to a well-defined set of activities. These specialists might focus their attention on cooperative advertising, pricing, distributor relations, or on specific market segments. Specialists are experts in their respective areas and typically are given substantial autonomy, which enables the organization to respond rapidly to changes in its environment.

Organizations that have a high proportion of generalists are typically low in knowledge about specific market segments or in specific expertise such as e-marketing. Generalists, by necessity, must do additional homework before responding to change. Generalist organizations may be able to hold costs down by reducing the expense of hiring specialists

2.5 Conceptual Framework for Understanding Strategy Implementation

The figure below will show the relationship between dependent, intervening and independent variables.

Independent Variables

- Human Resources Management Practices
- Organizational Culture & Organizational
- Effective Communication and Consensus
- Organizational Structure &Administrative Systems

Dependent Variable

- Strategic Plan Implementation

Intervening Variables
- Strategy formulation
- Role of executors
- Role relationship among different departments and different strategy levels
- Resource allocation
- Implementation tactics
- Shared Beliefs and Assumptions

Figure 1 Conceptual Framework

Source: Researcher

According to Bournemouth University, a conceptual framework is a described as a visual presentation that explains either graphically, or in narrative form, the main things to be studied-the key factors, concepts and variables. It acts as the link between the literature, the methodology and the results

Every study has a set to variables that are independent and dependent of each other. An independent variable is that variable that a researcher has control over, it can be chosen and manipulated. It's usually what you think will affect dependent variables. It may be something that already exists. Dependent variable is what a researcher measures in an experiment or study and it's what are affected during the study. Dependent variable responds to independent variables. It's referred to as dependent because it "depends" on the independent variable.

Intervening variables are considered as a special case of an extraneous variable. With extraneous variable, there is no causal link between the independent and dependent variable. The logical status of an intervening variable is that it is recognized as being caused by the independent variable and as being a determinant of dependent variable. The independent variable influences intervening variable and intervening variable influences dependent variable (Mugenda&Mugenda, 1999).

In this study, the researcher is interested in how independent variables affect one dependent variable. The four independent variables are the ones that influence the strategic plan implementation in the newly established public universities.

2.6 Research gap

Strategy implementation has been the subject of increased study and search for solution; especially since the process from strategy formulation to implementation is not efficient and is inadequate (Karami, 2007). In his study David (2001) noted that without understanding and commitment, strategy implementation efforts face major problems. Managers are prone to overlook implementation realities. However, these studies do not

explain the factors that influence strategy implementation in the newly established public universities

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

According to Greenfield (1996), Research is an art aided by skills of inquiry, experimental design, data collection, measurement and analysis, by interpretation, and by presentation. A further skill, which can be acquired and developed, is creativity or invention. Also Noltingk (1965) believes that Research is in essence an investigation into processes. Therefore a research is the finding of answers related to the questions. It is a systematic search for truth, finding new knowledge about our world through combination of ideas and facts.

Mouton (1996) describes methodology as the means or methods of doing something. According to Burns and Grove (2003), methodology includes the design, setting, sample, methodological limitations, and the data collection and analysis techniques in a study. Henning (2004) describes methodology as coherent group of methods that complement one another and that have the ability to fit to deliver data and findings that will reflect the research question and suit the researcher purpose. According to Holloway (2005), methodology means a framework of theories and principles on which methods and procedures are based.

3.2 Research Design

A research design can be defined as a plan, structure and strategy of a research to find out alternative tools to solve the problems and to minimize the variances. Kothari (2004) says, the research design is the conceptual structure within which the research is conducted; it constitutes the blueprint for the collection, measurement and analysis of data. In this study, the researcher used a descriptive survey research design to enable the determination of the different research variables in the study. A descriptivesurvey research study is one in which information is collected without changing the environment, nothing is manipulated. This was through a survey where respondents was interviewed and others given questionnaires to fill out on factors that influence strategic

plan implementation in newly established public universities in Kenya, the data collected allowed the research make educated decisions.

3.3 Population

Polit and Hungler (1999) refer to the population as an aggregate or totality of all the objects, subjects or members that conform to a set of specifications. Any set of people or events from which the sample is selected and to which the study results will generalize. A population comprises all the possible cases (persons, objects, events) that constitute a known whole. It's often impossible to study the whole of the target population and therefore the researcher has identified and defined and experimentally accessible population which was the survey population, which ensured consistency in the research. In this study the populations of interest were all the employees in the newly established Universities in Kenya.

3.4 Sample

Mouton (1996) defines a sample as elements selected with the intention of finding out something about the total population from which they are taken. Polit & Hungler (1993), Gay (1983) suggests that for descriptive studies, ten percent of accessible population is enough as a sample. The study was of a descriptive survey type. Stratified random sampling technique was used, this is where members of the population are first divided into strata, then randomly selected to be part of the sample. Random samples were taken from each stratum represented the whole population. In this study, the researcher selected 3 out of the 15 newly established public universities, this is because it was not possible to obtain a sampling frame because the population was large and scattered over different geographical areas. The sample target were the University Management; Vice Chancellors, Deputy Vice Chancellors, Finance Officers, Procurement Officers and Registrars, all heads of sections, Chairmen of departments, Finance officers and Administrative Officers.

3.5 Sample size

This is the number of observations used for calculating estimates of a given population. The purpose is to reduce expenses and time by allowing researchers to estimate information about a whole population without having to survey each member of the population. The larger the sample size, the more accurate the results will be. According to Ramenyi et.al (2003), a sample of 10% to 20% is considered adequate for detailed studies. In this study, the researcher collected data from three (3) universities whose population comprised of vice chancellors, their deputies, head of departments and other administrative staff which added up to 10% of the entire population, the sample size for this study was therefore be 123 respondents.

Table 3. 1 Number of Universities in Stratified sampling frame

University	Target Population	% of sample ratio	Sample
Technical University of Mombasa (VC,DVCs, Registrars, CODs, HODs, PO,FO,AO)	450	0.1	45
Technical University of Kenya (VC,DVCs, Registrars, CODs, HODs, PO,FO,AOs)	500	0.1	40
South Eastern University of Kenya (VC,DVCs, Registrars, CODs, HODs, PO,FO,AOs)	281	0.1	28
Total	**1231**	**0.3**	**123**

3.6 Methods of Data Collection

According to Kothari (1985) primary data is original information collected for the first time. On the other hand secondary data is information that has been collected previously

and that has been put through the statistical process. As this study is clearly of a non-experimental nature, the focus was on methods of data collection. Both Drew (1980) and Kothari (1985) regard questionnaires, interviews and direct observations as the most important means of data collecting. The researcher used questionnaires and interview guides which had both closed ended questions and also open ended questions where the respondent were required to explain briefly.

3.6.1 Questionnaire

According to Van Dyk (1991) questionnaires are the most common method applied to diagnose the functioning of institutions. The researcher used a "Strategic Plan Implementation Questionnaire". The reason for using a questionnaire is that the opinions of respondents can be obtained in both unstructured and structured manner. The questionnaires were self-administered to all respondents in the three universities. This was comparatively inexpensive and easy even when gathering data from large numbers of people spread over wide geographic area and, it reduced chance of evaluator bias because the same questions are asked of all respondents, and the tabulation of closed-ended responses was easy and straight forward process.

3.6.2 Interview Guide

Frey and Oishi (1995) define it as "a purposeful conversation in which one person asks prepared questions (interviewer) and another answers them (respondent)" This is done to gain information on a particular topic or a particular area to be researched. The researcher used this method because, it makes it possible to obtain data required to meet the specific objectives of the study. In addition, the respondent had the freedom to answer how they wished which was important in giving them a feeling of control in the interview situation.

3.6.3 Document Analysis

Document analysis is s form of qualitative research in which documents are interpreted by the researcher to give voice and meaning around an assessment topic. Analyzing documents incorporates coding content into themes similar to how focus group or interview transcripts are analyzed. The three types of documents to be analyzed are; Public records, the official, ongoing records of an organization's activities e.g. mission

statements, annual reports, policy manuals, and strategic plans. Personal documents, first- person accounts of an individual's actions, experiences, and beliefs, e.g. calendars, e-mails scrapbooks, blogs, face book posts, duty logs, incident reports, journals and newspapers. Physical evidence, physical objects found within the study setting e.eg flyers, posters, agendas, handbooks and training. (Administration Methods (2010).Retrieved March 2, 2012, from Student Voice Website).

3.7 Reliability and Validity

According to Mugenda and Mugenda (2003), a research study depends to a large extent on the accuracy of the data collection procedures. The instruments of data used must yield a type of data the researcher can use to accurately answer his or her questions. Whether one is using a self-developed questionnaire, or interview, data obtained must be pertinent to the research hypotheses.

3.7.1 Reliability

Joppe (2000) defines reliability as the extent to which results are consistent over time and an accurate representation of the total population under study is referred to as reliability and if the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable. The researcher used the split-half technique which requires only one testing session. Respondents were given a questionnaire with 6 parts (Independent Variables) each with 5 statements for respondents to Strongly agree, agree, Neutral, strongly disagree or disagree), for each part a sum of scores was recorded for the even questions and the sum of the odd questions. The statistical test consisted looking at the correlation coefficient of 0.6,which shows the reliability of the questionnaire.

3.7.2 Validity

According to Joppe (2000), Validity determines whether the research truly measures that which it was intended to measure or how truthful the research results are. In other words, validity is the degree to which results obtained from the analysis of data actually represents the phenomenon under study. The data was a true reflection of the variables and the inferences based on such data were accurate and meaningful. Researchers generally determine validity by asking a series of questions, and will often look for the

answers in the research of others. The questionnaire items were tested to determine whether it measured what it intended to measure. Adjustments were made on the questionnaire items and necessary corrections were done to refine it. This assisted in validating the instruments.

3.8 Methods of Data Analysis

Analysis of data is a process of inspecting, cleaning, transforming, and modeling data with the goal of discovering useful information, suggesting conclusions, and supporting decision making. Data analysis has multiple facets and approaches, encompassing diverse techniques under a variety of names, in different business, science, and social science domains.

The collected data was analyzed using SPSS statistics. A multiple regression technique was used to predict the value of a variable (Independent) based on the value of two or more other variables (independent variables). This technique allowed the determination of the overall fit of the model and the relative contribution of each of the predictors to the total variance explained. It works under eight assumptions that were to allow analysis SPSS; The dependent variable was measured in continuous scale (i.e. in either an interval or ration variable), there were more independent variables, which were continuous(i.e. an interval or ration variable) and categorical (i.e., an ordinal or nominal variable, there was independence of observations, there was a linear relationship between the dependent variable and each of the independent variables collectively, the data showed homoscedasticity, which is where the variances along the line of best fit remain similar as you move along the line, the data also showed multicollinearity, which occurs when two or more independent variables that are highly correlated with each other, there should be no outliers, high leverage points, or highly influential points and finally. The multiple regressions in SPSS statistics was applied when none of the eight assumptions had been violated.

The researcher used Analysis of variance (**ANOVA**) to analyze the differences between group means and their associated procedures (such as "variation" among and between groups).

The results were interpreted and inferences made and later the information was presented in tables. The results were used to make conclusion

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION,INTERPRETATION AND DISCUSSION

4.1 Introduction

This chapter presents data analysis, presentation and interpretation following the research objectives. The general purpose of this study was to investigate factors that affect implementation of Strategic Plans in newly established public universities in Kenya. This is in the light of the fact that in Kenya, public universities have started to get serious about strategic planning and implementation because they recognize the challenges they face today and also because they are required by the government to carry out strategic planning (GOK, 2006). This study sought to examine how the existing human resources practices influences implementation of strategic plans in newly established public universities in Kenya, to determine the influence of organizational culture and organizational leadership to strategic plan implementation in new established public universities in Kenya, to establish how the administrative systems influence implementation of strategic plans in newly established public universities in Kenya, and to determine how effective communication and consensus influence strategic plan implementation in newly established public universities in Kenya.

In this study, both closed ended questions and open ended questions were used in collecting data where the respondents were required to explain briefly. The collected data was analyzed using both descriptive and inferential statistics using the statistical package for social scientist (SPSS).The sample target was the Vice Chancellors, Deputy Vice Chancellors, Finance Officers, Procurement Officers and Registrars, all heads of sections, Chairmen of departments, Finance officers and Administrative Officers making a sample of 123 respondents.

4.2 Questionnaires Return Rate

Questionnaire return rate is the proportion of the sample that participated in the survey and returned their questionnaires as intended by the researcher. The results on questionnaire return rate are presented in Table 4.1.

Table 4. 1 Questionnaires return rate

Categories	Responses	Percentage
Returned	120	98.00
Not returned	3	2.00
Total	**123**	**100.00**

Table 4.1 shows that (98%) of the questionnaires were returned by the respondents. This shows that the researcher made a good follow up of the distributed questionnaires which enabled her to get back most of the questionnaires. This percentage is good enough to give the required information

4.3 Distribution of Respondents by Gender

The researcher first sought to know the gender of the respondents so as to establish whether the study was gender sensitive and to establish if gender influenced the results of the study. The results were shown in Table 4.2.

Table 4. 2 Distribution of respondents by gender

Gender	Frequency	Percent
Male	66	55.0
Female	54	45.0
Total	**120**	**100.0**

Table 4.2 revealed that, majority (55%) of the respondents interviewed were male while 45% were female. This shows that there was a gender balance in the distribution of respondents hence the likelihood of getting balanced responses.

4.4 Age Distribution of Respondents

The study sought to investigate the age distribution of the respondents with the aim of establishing whether the various age brackets were well represented. The results were presented in Table 4.3.

Table 4. 3 Age distribution of respondents

Age bracket	Frequency	Percent
21-30	36	30.0
31-40	52	43.3
41-50	25	20.8
51-60	4	3.3
Over 60	3	2.5
Total	**120**	**100.0**

Tables 4.3 revealed that, majority (43.3%) of the respondents were 31 – 40 years of age while the minorities (2.5%) were above 60 years of age. This shows that majority of the respondents were in their middle age and therefore in a better position to implement the universities strategic plan. However the age of the respondents might not influence the results of the study.**4.5 Academic Qualification of Respondents**

The researcher sought to investigate the academic qualification for respondents. The results were presented in Table 4.4

Table 4. 4 Respondent's academic level

Responses	Frequency	Percentage
PhD	6	5.00
Master's Degree	71	59.2
Bachelor's Degree	20	16.70
Diploma	18	15.00
Certificate	5	4.10
Total	**120**	**100.0**

The data in Table 4.4 shows that majority (59.2%) of the respondents had Master's Degree as their highest level of Education while the least (4.10%) are those with certificate as their highest level of education. It was also revealed that those with PhDs' were not many (5%) in the universities thus there is a need to increase the number of PhD holders as they are likely to offer best advice for strategic plan implementation. For this reason those many masters' holders should be encouraged to do Ph.D.

4.6 Human Resources Management (HRM) Practices and Strategic Plan Implementation

The first objective for this study was to examine how the existing human resources practices influences implementation of strategic plans in newly established public universities in Kenya. The respondents were first required to state if they opinion on whether the existing human resources practices influences implementation of strategic plans in newly established public universities in Kenya. The responses were presented in Table4.5

Table 4.5 Opinion on whether HRM Practices influence Strategic Plan Implementation

No table of figures entries found.	Frequency	Percent
Yes	114	95.0
No	6	5.0
Total	**120**	**100.0**

From Table 4.5, it can be observed that majority (95%) of the respondents agreed that human resources practices influences implementation of strategic plans in newly established public universities in Kenya. This is because every organization has some practices or internal processes to support and implement the strategy and run day-to-day affairs. For example, a company may follow a particular process for recruitment. These processes are normally strictly followed and are designed to achieve maximum effectiveness. The same results were obtained by (Ansoff, 1965) who found out that

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human resources management practices transform the firm from the present position to the new position subject to constraints of the capabilities or the potential of the implementers. John Storey (1989) believes that, High-involvement management approach of human resources practices involves treating employees as partners in the enterprise whose interests are respected and who have a voice on matters that concern them. It is concerned with communication and involvement. The aim is to create a climate in which a continuing dialogue between managers and the members of their teams takes place in order to define expectations and share information on the organization's mission values and objectives This establishes mutual understanding of what is to be achieved and a framework for managing and developing people to ensure that it will be achieved

This means that the practice of the implementers and high involvement management approaches greatly influence the extent of human resource practices in the implementation of strategic plans in newly established public universities.

The researcher further required the respondents to indicate their level of agreement with the statements given in Table 4.6 by filling a 5-Likert scale where; Strongly agree (SA)-5, Agree (A)-4, Neutral (N)-3, Disagree (D)-2, Strongly Disagree (SD)-1

Table 4.6: Likert scale on HRM Practices and Strategic Plan Implementation

STATEMENTS	Responses					Mean ($\overline{X}$)	Std. Deviation (S)
	5	4	3	2	1		
1 Employee Commitment	57(47.5%)	39(32.5%)	18(15%)	4(3.3)	2(1.7%)	**4.02**	**0.933**
2 Staff Skills	39(32.5%)	61(50.8%)	10(8.3%)	7(5.8%	3(2.5%)	**4.0**	**0.935**
3 Interdepartmental relations (personnel relations)	39(32.5%)	49(40.8%)	20(16.7%)	7(5.8%)	5(4.2%)	**3.9**	**1.04**
4 Personnel training and development	51(42.5%)	41(40.8%)	12(10%)	5(4.2%)	3(2.5%)	**3.9**	**0.946**
5 Compensation of personnel	36(30.0%)	55(45.8%)	16(13.3%)	3(2.5%)	10(8.3%)	**3.81**	**1.129**

Results from table 4.6 indicates that employees commitment has the highest mean and the lowest Std. Deviation ($\overline{X}$= 4.02, S = 0.933). It was however noted that the mean for responses for compensation of personnel had the lowest mean and highest Std. Deviation ($\overline{X}$= 3.81, S = 1.129). It was however noted that the mean ranged between 3.9 and 4.02 which was very close. The Std. deviation also ranged between 0.933 and 1.129.This shows that the respondents agreed with the statements that HRM practices (employees commitment, staff skills, interdepartmental relations, personnel training and compensation) influences implementation of strategic plans in newly established public universities. This agrees with Govindarajan (1989) who argued that the role of Executors in strategy implementation, the effectiveness of strategy Implementation is affected by the quality of people involved in the process who comprise of top management (CEO,

CFO, Chief Operating Officer) middle management, lower management and non-management, playing different roles in Strategy Implementation & receiving varying degrees of attention in the respective literature. Authors like Smith & Kofron, 1996; Hrebianiak &Snow (1982), for example, find that the practices and participation among top management team leads to greater commitment to the firms' goals and strategies. This serves to ensure the successful implementation of the firms chosen strategy (cited in Dess & Priem, 1995).

The research further sought to establish the relationship between human resources practices and strategic plan implementation by testing the hypothesis below.

Ho1: There is no significant difference between means of human resources practices and strategy implementation.

The researcher used the analysis of variance (ANOVA) to test the hypothesis.

Table 4. 7 ANOVA for Human Resources Practices and Strategy Implementation

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	2.437	1	0.609	21.474	0.014
Within Groups	9.982	119	0.113		
Total	12.419	120			

Table 4.7 revealed that F (1,119) = 21.474, p< 0.05) between HRM practices and implementation of strategic plan. This implies that there is a significant difference between means of HRM practices and implementation of strategic plan. We do therefore reject the hypothesis and conclude that between HRM practices and implementation of strategic plan.

This agrees with Alexander (1985) who argued that management practices most often helps in promoting successful implementation of strategic plan. As Allio (2005) notes, a good implementation naturally starts with a good strategic input, and that the soup is only

as good as the ingredients. The Role of Executors in Strategy Implementation, The effectiveness of Strategy Implementation is affected by the quality of people involved in the process(Govindarajan,1989) who comprise of top management(CEO, CFO, Chief Operating Officer) middle management, lower management and non-management, playing different roles in Strategy Implementation & receiving varying degrees of attention in the respective literature. Authors like Smith & Kofron, 1996; Hrebianiak &Snow (1982), for example, find that the process of interaction and participation among top management team leads to greater commitment to the firms' goals and strategies. This serves to ensure the successful implementation of the firms chosen strategy (cited in Dess & Priem, 1995).

4.7 Organizational Culture and Organizational Leadership to Strategic Plan Implementation

The second objective for this study was to determine the influence of organizational culture and organizational leadership to strategic plan implementation in newly established public universities in Kenya. The researcher sought to establish the respondent's opinion on whether organizational culture and organizational leadership influence strategic plan implementation in newly established public universities in Kenya. The results were presented in Table 4.8.

Table 4. 8 Influences of Organizational Culture and Organizational Leadership to Strategic Plan Implementation

Opinion	Frequency	Percent
Yes	117	97.5
No	3	2.5
Total	**120**	**100.0**

According to table 4.8, 97.5% of the respondents, organizational culture and organizational leadership influence strategic plan implementation in newly established

public universities. This is because; all organizations have their own distinct culture and management style. It includes the dominant values, beliefs and norms which develop over time and become relatively enduring features of the organizational life. It also entails the way managers interact with the employees and the way they spend their time. The businesses have traditionally been influenced by the military style of management and culture where strict adherence to the upper management and procedures was expected from the lower-rank employees. However, there have been extensive efforts in the past couple of decades to change to culture to a more open, innovative and friendly environment with fewer hierarchies and smaller chain of command. Culture remains an important consideration in the implementation of any strategy in the organization (Martins and Terblanche, 2003).

In organizational leadership according to John P. Kotter (1990), this involves action on two fronts. The first is in guiding the organization to deal with constant change. This requires CEOs who embrace change, and do so by clarifying strategic intent, who guild their organization and shape their culture to fit with opportunities and challenges change affords. The second front is in providing the management skill to cope with ramifications of constant change. This means identifying and supplying organization with operating managers prepared to provide leadership in guiding and shepherding toward a vision over time and developing organization's future leadership

The researcher further required the respondents to indicate their level of agreement with the statements given in Table 4.9 by filling a 5-Likert scale where; Strongly agree (SA)-5, Agree (A)-4, Neutral (N)-3, Disagree (D)-2, Strongly Disagree (SD)-1

Table 4.9: Likert scale on Organizational Culture and Organizational Leadership

		Responses						
		5	4	3	2	1	Mean($\overline{X}$)	Std. Deviation(S)
1	Organizational culture	65(54.2%)	46(38.3%)	3(2.5%)	3(2.5%)	3(2.5%)	**4.37**	**0.780**
2	Organizational leadership	54(45.0%)	33(27.5%)	30(25.0%)	2(1.7%)	1(0.8%)	**4.14**	**0.882**
3	Organizational leadership rivalry	54(45%)	33(27.5%)	30(16.7%)	2(1.7%)	1(0.8%)	**4.12**	**0.910**
4	Shared beliefs and values	17(45%)	52(43.3%)	30(25.0%)	18(15%)	3(2.5%)	**3.52**	**0.995**
5	Clarification of the strategic plan intentions	38(31.7%)	47(39.2%)	31(25.8%)	2(1.7%)	2(1.7%)	**3.98**	**0.893**

Table 4.9 revealed that organizational culture has the highest mean and the lowest Std. Deviation ($\overline{X}$= 4.37, S = 0.780) indicating lowest variability and strong agreement among responses. It was however noted that the mean for responses for shared beliefs and values ranged had the lowest mean and highest Std. Deviation ($\overline{X}$= 3.52, S = 0.995). This agreed with the statements that organizational culture, organizational leadership and rivalry, shared beliefs and values, and clarification of the strategic plan intentions influences the strategic plan implementation in newly established public universities.This agrees with Kotter (1990) who argued that organizational culture includes the shared beliefs, norms and values within an organization. It sets the foundation for strategy. For a strategy

within an organization to develop and be implemented successfully, it must fully align with the organizational culture. Thus, initiatives and goals must be established within an organization to support and establish an organizational culture that embraces the organization's strategy over time.

According to Kangoro (1998), an organizational leader faces all kind of barriers, such as conflicting objectives, political rivalries and organizational inertia. Things don't always work out as planned; such happenings impede strategic plan implementation process.

The researcher further tested the hypothesis that;

Ho2 There is no significant difference between means of Organizational Culture & Organizational Leadership and strategy implementation

The researcher compared the means from the Likert scale in Table 4.10 using analysis of variance. The results were presented in Table 4.10
Table 4. 10 ANOVA for Organizational Culture and Organizational Leadership and Strategy Implementation

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	1.36	1	0.272	19.804	0.000
Within Groups	2.925	119	0.113		
Total	4.285	120			

Table 4.10 revealed that F (1,119) = 19.804, p< 0.05) between means of organizational culture and organizational leadership and implementation of strategic plan. This implies that there is a significant difference between means of organizational culture and organizational leadership and implementation of strategic plan. We do therefore reject the hypothesis and conclude that there is significant difference between means of Organizational Culture & Organizational Leadership and strategy implementation. These results are consistent with the correlation results.

This agrees with Kotter (1990) who argued that Culture within an organization can serve many purposes, including unifying members within an institution and help create a set of common norms or rules within an institution that employees follow. A stable culture, one that will systematically support strategy implementation, is one that fosters a culture of partnership, unity, teamwork and cooperation among employees. This type of corporate culture will enhance commitment among employees and focus on productivity within the organization rather than resistance to rules and regulations or external factors that prohibit success. Kangoro (1998) argued that flexible, strong and unified cultures will approach strategy implementation and affect implementation in a positive manner by aligning goals. Goals can come into alignment when the Institutions culture works to focus on productivity and getting the organization's primary mission accomplished.

4.8 Organizational Structure & Administrative Systems and Strategic Plans Implementation

The third objective for this study was to establish how the organizational structure and administrative systems influence implementation of strategic plans in newly established public universities in Kenya. The researcher sought to establish the respondent's opinion on whether the organizational structure and administrative systems influence implementation of strategic plans in newly established public universities in Kenya

The results were presented in Table 4.11.

Table 4.11 Influences of Organizational Structure & Administrative Systems and Strategic Plans Implementation

Opinion	Frequency	Percent
Yes	114	95.0
No	6	5.0
Total	**120**	**100.0**

From Table 4.11 it can be observed that 95% of the respondents agreed that Administrative Systems influence strategic plan implementation in newly established public universities. This is because the administrative systems play a major role in the planning and the implementation of the strategic plan. Organizational Structure is not simply an organization chart. Structure is all the people, positions, procedures, processes, culture, technology and related elements that comprise the organization. It defines how all the pieces, parts and processes work together (or don't in some cases). This structure must be totally integrated with strategy for the organization to achieve its mission and goals. Structure supports strategy. If an organization changes its strategy, it must change its structure to support the new strategy. When it doesn't, the structure acts like a bungee cord and pulls the organization back to its old strategy. Strategy follows structure. What the organization does defines the strategy. Changing strategy means changing what everyone in the organization does.

When an organization changes its structure and not its strategy, the strategy will change to fit the new structure. Strategy follows structure. This agrees with (Govindarajan,1989), who argued that the effectiveness of Strategy Implementation is affected by the quality of people involved in the process) who comprise of top management(CEO, CFO, Chief Operating Officer) middle management, lower management and non-management, playing different roles in Strategy Implementation & receiving varying degrees of attention in the respective literature. Authors like Smith &Kofron, 1996; Hrebiniak & Snow (1982), for example, find that the process of interaction and participation among top management team leads to greater commitment to the firms' goals and strategies.

This serves to ensure the successful implementation of the firms chosen strategy (cited in Dess & Priem, 1995).

The researcher further required the respondents to indicate their level of agreement with the statements given in Table 4.12 by filling a 5-Likert scale where; Strongly agree (SA)-5, Agree (A)-4, Neutral (N)-3, Disagree (D)-2, Strongly Disagree (SD)-1

Table 4.12: Likert scale on Organizational Structure & Administrative Systems and Strategic Plan Implementation

		Responses						
		5	**4**	**3**	**2**	**1**	**Mean ($\overline{X}$)**	**Std. Deviation(S)**
1	Organization Structure	48(40%)	60(50%)	6(5%)	3(2.5%)	3(2.5%)	**4.22**	**0.854**
2	Formalization of the Systems	37(30.8%)	74(61.7%)	3(2.5%)	3(2.5%)	3(2.5%)	**4.15**	**0.799**
3	Coordination among systems	57(47.5%)	51(42.5%)	6(5%)	3(2.5%)	3(2.5%)	**4.30**	**0.723**
4	Specialization in the Systems	42(35%)	60(50.0%)	10(8.3%)	5(4.2%)	3(2.5%)	**4.11**	**0.906**
5	Centralized Systems	20(16.7%)	52(43.3%)	39(32.5%)	6(5%)	3(2.5%)	**3.67**	**0.911**

Table 4.12 revealed that coordination among systems has the highest mean and the lowest Std. Deviation ($\overline{X}$= 4.30, S = 0.723) indicating lowest variability and strong agreement among responses. It was however noted that the mean for responses for centralized systems was the lowest mean and highest Std. Deviation ($\overline{X}$= 3.67, S = 0.911). This strongly agreed with the statements that Organizational Structure & Administrative Systems, there is formalization of control systems in the process of strategy implementation, coordination among systems, centralized systems and specialized of systems influences implementation of strategic plans in newly established

public universities in Kenya. This agrees with Department of Labor (1993) that high-performance administrative systems which include, rigorous recruitment and selection procedures, extensive and relevant training and management development activities, incentive pay systems and performance management processes. The administrative systems will influence recruitment, selection and training, formal systems for sharing information with the individuals who work in the organization, clear job design, high-level participation processes, monitoring of attitudes, performance appraisals, promotion and compensation schemes that provide for the recognition and financial rewarding of the high-performing members of the workforce. Also the standard deviation for those who were neutral was higher (14.5) implying that the variation was more than in the other opinions.

The researcher further tested the hypothesis below;

Ho_3 There is no significant difference between means of Organizational Structure & Administrative Systems and strategy implementation.

The researcher used ANOVA to test the hypothesis. The results were presented in Table 4.13.

Table 4.13 ANOVA for Organizational Structure & Administrative Systems and Strategic Plan Implementation

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	1.956	1	0.391	23.337	0.032
Within Groups	1.911	119	0.017		
Total	3.867	120			

Table 4.13 revealed that F (1,119) = 23.337, p< 0.05) between Organizational Structure & Administrative Systems and implementation of strategic plan. This implies that that there is a significant difference between means of Organizational Structure

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&Administrative Systemsand strategic plan implementation. We do therefore reject the hypothesis and conclude that there is significant difference between means of organizational Structure & Administrative Systems and implementation of strategic plan. This agrees with Roth, Schweiger & Morrison (1991) study that suggests that organizational business units make use of three administrative mechanisms which are formalization, integrating mechanisms, and centralization, to create operational capabilities of configuration, managerial philosophy and coordination, to support business strategy implementation. Some researchers have also focused on the control systems which are one of important ingredients of administrative systems (Drazin& Howard, 1984; Nilsson & Rapp, 1999). Drazin and Howard (1984) discuss about the role of formal control system in the process of strategy implementation, and suggest that the fluidity of control system contribute to strategy implementation (Noble, 1999b).Organizational Structure is not simply an organization chart.

4.9 Effective Communication and Consensus Influence on Strategic Plan Implementation

The last objective of this study is to determine how effective communication and consensus influence strategic plan implementation in newly established public universities in Kenya. The researcher sought to establish the respondent's opinion on whether the effective communication and consensus influence implementation of strategic plans in newly established public universities in Kenya

The results were presented in Table 4.14.

Table 4.14 Influences of Effective Communication and Consensus on Strategic Plan Implementation

Opinion	Frequency	Percent
Yes	**116**	**96.7**
No	**4**	**3.3**
Total	120	100.0

Table 4.14 shows that 96.7% of the respondents indicated that, effective communication and consensus influence strategic plan implementation in newly established public universities. This agrees with Alexander (1985) who noted that communication is mentioned more frequently than any other single item that promotes successful strategy implementation. He further said that communication includes explaining what new responsibilities, tasks, and duties need to be performed by the employees in order to implement the strategy. It answers the why behind the changed job activities, and explains the reasons why the new strategic decision was made.

The researcher further required the respondents to indicate their level of agreement with the statements given in Table 4.16 by filling a 5-Likert scale where; Strongly Agree (SA)-5, Agree (A)-4, Neutral (N)-3, Disagree (D)-2, Strongly Disagree (SD)-1

Table 4.15: Likert scale on Effective Communication and Consensus and Strategic Plan Implementation

		Responses					Mean $(\overline{X})$	Std. Deviation(S)
		5	4	3	2	1		
1	**Effective Communication**	60(50%)	40(33%)	6(5%)	3(2.5%)	3(2.5%)	4.25	0.733
2	**Strategic consensus between top, middle & lower level managers**	51(42.5%)	51(42.5%)	10(8.3%)	5(4.2%)	3(2.5%)	4.18	0.934
3	**Employees understand what new responsibilities**	51(42.5%)	42(35%)	17(14.2%)	6(5%)	4(3.3%)	4.08	0.933
4	**Employees understand strategic plan**	61(50.8%)	47(39.2%)	5(8.3%)	3(4.2%)	4(3.3%)	4.10	0.825
5	**Consensus**	60(50%)	48(40%)	5(4.2%)	4(3.3%)	3(2.5%)	4.01	1.033

Table 4.17 revealed that effective communication has the highest mean and the lowest Std. Deviation ($\overline{X}$= 4.25, S = 0.733) indicating lowest variability and strong agreement among responses. It was however noted that the mean for responses for consensus was the lowest mean and highest Std. Deviation ($\overline{X}$= 4.01, S = 1.033). This shows that the respondents agreed with the statements; effective Communication and Consensus, strategic consensus/agreement between, top, middle & lower level managers, employees understand what new responsibilities, employees understand strategic plan tasks, and there is consensus about strategic plan implementation. This is because effective communication is a fundamental requirement for any effective strategy implementation. Effective communication and consensus plays an important role in training, knowledge

acquisition and applied learning during the process of implementation. In fact, communication is vital in every aspect of strategy implementation, as it relates in to the organizational context, organizing processes and the implementation objectives. The standard deviation for those who agreed was more (5.21) than the other responses implying greater variability in responses. This agrees with Rapert and Wren (1998) who stated that organizations where employees have easy access to management through open and supportive communication channels outperform those with more restrictive communication environments.

Effective Communication and Consensus, strategic consensus/agreement between, top, middle & lower level managers, employees understand what new responsibilities, employees understand strategic plan tasks, and there is consensus about strategic plan implementation. This is because effective communication is a fundamental requirement for any effective strategy implementation. Effective communication and consensus plays an important role in training, knowledge acquisition and applied learning during the process of implementation. In fact, communication is vital in every aspect of strategy implementation, as it relates in to the organizational context, organizing processes and the implementation objectives. The standard deviation for those who agreed was more (5.21) than the other responses implying greater variability in responses.

This agrees with Rapert and Wren (1998) who stated that organizations where employees have easy access to management through open and supportive communication channels outperform those with more restrictive communication environments.

The researcher further tested the hypothesis below;

Ho$_4$ There is no significant difference between means of Effective Communication and Consensus and Strategic Plan Implementation.

The researcher further compared the means from the Likert scale in Table 4.15 using analysis of variance Table so as to establish whether the results from the correlations are the same as those from the ANOVA analysis. The results were presented in Table 4.16

Table 4.16 ANOVA on Effective Communication and Consensus and Strategic Plan Implementation

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	1.322	1	0.391	18.08	0.000
Within Groups	1.603	119	0.017		
Total	2.925	120			

Table 4.16 revealed that F (1,119) = 18.08, p< 0.05) between effective communication and consensus and implementation of strategic plan. This implies that that there is a significant difference between means of effective communication and consensus and strategic plan implementation. We do therefore reject the hypothesis and conclude that there is no significant difference between means of Effective Communication and Consensus and Strategic Plan Implementation .These results are consistent with (Noble, 1999) study which revealed that if the employees of the company are not on the same information level or if information passes through many layers in the organization, a lower level of consensus would result. This lack of shared understanding may create obstacles to successful strategy implementation. Floyd and Wooldridge (1992) label the gulf between strategies conceived by top management and awareness at lower levels as "implementation gap". Strategic consensus is the agreement between the top, middle, and lower-level managers on the fundamental policies of the organization. Strategic decisions

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are initiated by a team of top managers and then mandated to the rest of the organization, overlooking the importance of securing consensus with and commitment to the organizational strategy with the lower level employees, which is a big barrier for effective strategy implementation.

Table 4.17 The Correlation matrix for the relation between the Independent and Dependent variables

		HRM practices	Organizational culture Leadership	Organizational &structure & systems	Effective Comm. & Consensus	Strategic Plan Implementation
HRM practices	Pearson Correlation	1	.698**	.623**	.824**	.884**
	Sig. (2-tailed)		.000	.000	.000	.000
	N					120
Organizational culture & Leadership	Pearson Correlation	.698**	1	.608**	.759**	.959**
	Sig. (2-tailed)	.000		.001	.000	.012
	N					
Organizational structure & systems	Pearson Correlation	. .623**	.608**	1	814**	0.832**
	Sig. (2-tailed)	.001	.000		.001	.000
	N					
Effective comm. & Consensus	Pearson Correlation	.824**	.759**	0.814**	1	.842**
	Sig. (2-tailed)	.000	.012	.000		.000
	N					

Table 4.17 shows that effective communication has the highest strong correlation when correlated with all the other factors with the correlation between HRM practices having the highest strong positive correlation $r(120) = 0.824$. This shows that there is a strong positive correlation $r(120) = 0.884$, $p<0.05$, between human resources practices and strategy implementation. There is also a strong positive correlation $r(120) = 0.959$, $p<0.05$, between organizational culture and organizational leadership and strategy implementation, strong positive correlation $r(120) = 0.832$, $p<0.05$, between Organizational Structure & Administrative Systemsand strategic plan implementation and strong positive correlation $r(120) = 0.842$, $p<0.05$, between effective communication and consensus and strategic plan implementation. It was however noted that. This is an indication that all the dependent variables have a positive influence on the dependent variables and therefore changing any of the independent variables would affect the independent variables. These results agree with the ANOVA results for all the variables.

4.10 Multiple Regression Analysis

This study examined the contribution of the determinants (Human Resources Management Practices, Organizational Culture & Organizational Leadership, Organizational Structure & Administrative Systems, Effective Communication and Consensus) of strategic plan implementation in the newly established public universities in Kenya. The data resulting from scoring of the instrument and coding were subjected to stepwise multiple regression analysis to test the hypotheses below.

H_0: The contribution of combined factors (Human Resources Management Practices, Organizational Culture & Organizational Leadership, Organizational Structure & Administrative Systems, Effective Communication and Consensus) is not significant in prediction of strategic plan implementation.

H_1: The contribution of combined factors (Human Resources Management Practices, Organizational Culture & Organizational Leadership, Organizational Structure & Administrative Systems, Effective Communication and Consensus) is significant in prediction of strategic plan implementation.Data were tested for significance at the 0.05 level. The results were presents in Table 4.18

Table 4.18 Coefficients of Factors Influencing Strategic Plan Implementation

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.764	.033		23.150	.000
HRM practices(X_1)	.122	.039	-.663	-3.130	.002
Organizational Culture & organizational Leadership (X_2)	.105	.063	.449	1.667	.001
Organizational Structure & Administrative Systems(X_3)	.208	.050	.938	4.16	.000
Effective Communication & Consensus(X_4)	2.008	.048	-.030	41.83	.003

a. Dependent Variable: Implementation of strategic plan

4.19 **Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.736[a]	.542	.526	.15066

a. Predictors: (Constant), Variables and SPI on HR practices influence OS and systems, Variables and SPI on HR practices influence on SPI in the university, Variables and SPI on HR practices influence EC and Consensus , Variables and SPI on HR practices influence OC & OL

The model fit summary shows that the coefficient of determination R square is 0.542 which implies that 54.2% of variation in the dependent variable is determined by the independent variables (predictors). It also means the goodness of fit test is fulfilled.

The results in Table 4.18 indicated that the factors (Human Resources Management Practices, Organizational Culture & Organizational Leadership, Organizational Structure & Administrative Systems, Effective Communication and Consensus) significantly predict the strategic plan implementation of strategic plan in newly established public universities.

Strategic Plan Implementation of $= 0.764 + 0.122X_1 + 0.105X_2 + 0.208X_3 + 2.208X_4$ .It can be noted that the independent variables are significant at 0.05% significant level (p=0.000, p= 0.002, p=0.001 and p=0.003) respectively and that the factors predicted implementation of strategic plan significantly. These results show that effective communication & consensus has the greatest effect to the dependent variable.

CHAPTER FIVE
SUMMARY OF THE FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Introduction

This chapter discusses summary of the findings, discussion of the findings, conclusions, recommendations, and suggestions for further research following research objectives.

5.2 Summary of the findings and Discussions

The purpose of this study was to investigate factors that influence implementation of Strategic Plans in newly established public universities in Kenya. This study sought to examine how the existing human resources management practices influences implementation of strategic plans in newly established public universities in Kenya, to determine the influence of organizational culture and organizational leadership to strategic plan implementation in newly established public universities in Kenya, to establish how the organizational structure &administrative systems influence implementation of strategic plans in newly established public universities in Kenya, and to determine how effective communication and consensus influence strategic plan implementation in newly established public universities in Kenya.

Data were collected from 120 university staff and analyzed using both descriptive and inferential statistics using SPSS.

The study first sought to examine how the existing human resources practices influences implementation of strategic plans in newly established public universities in Kenya. The study revealed that majority (95%) of the respondents agreed that human resources practices influences implementation of strategic plans in newly established public universities in Kenya. This is because every organization has some systems or internal processes to support and implement the strategy and run day-to-day affairs. Also majority (40.8%) and 36.7% of respondents agreed and strongly agreed respectively with the statements that HRM practices (employees commitment, staff skills,

interdepartmental relations, personnel training and compensation) influences implementation of strategic plans in newly established public universities. This is because there is a strong positive correlation r (120) = 0.884, p<0.05, between human resources practices and strategy implementation. This also agrees with the results F (1,119) = 21.474, p< 0.05) between HRM practices and implementation of strategic plan which is significant.

The study also sought to determine the influence of organizational culture and organizational leadership to strategic plan implementation in newly established public universities in Kenya. The study revealed that majority (97.5%) of the respondents agreed that, organizational culture and organizational leadership influence strategic plan implementation in newly established public universities. Further (38%) and (35%) strongly agreed and agreed with the statements that organizational culture, organizational leadership and rivalry, shared believes and values, and clarification of the strategic plan intentions influences the strategic plan implementation in new established public universities. Also there is a strong positive correlation r (120) = 0.959, p<0.05, between organizational culture and organizational leadership and strategy implementation. The same results were revealed by the ANOVA results which shows that F (1,119) = 19.804, p< 0.05) which shows a significant relationship between organizational culture and organizational leadership and implementation of strategic plan.

The third objective for this study was to establish how the organizational structure and administrative systems influence implementation of strategic plans in newly established public universities in Kenya. It was established that 95% of the respondents agreed that organizational structure & administrative systems influence strategic plan implementation in newly established public universities. Also the results indicated that majority (49%) and (34%) agreed and strongly agreed that organizational structure & administrative systems which includes; organizational structure, formalization of the systems, coordination among systems, specialization in systems and centralized systems influences implementation of strategic plans in newly established public universities in Kenya. The correlation coefficient results between administrative systems and strategic

plan implementation indicates that there is a strong positive correlation r (120) = 0.832, p<0.05) which is also significant.

Finally sought to determine how effective communication and consensus influence strategic plan implementation in newly established public universities in Kenya. It was established. According to 96.7% of the respondents, effective communication and consensus influence strategic plan implementation in newly established public universities. The results further indicates that there is a strong positive correlation r (120) = 0.842, p<0.05, between effective communication and consensus and strategic plan implementation which is also significant.

5.3 Conclusions from the study

From the findings of this study the researcher concluded that human resources practices influences implementation of strategic plans in newly established public universities in Kenya. This is because every organization has some systems or internal processes to support and implement the strategy and run day-to-day affairs. This implies that there is a strong positive correlation between human resources practices and strategy implementation.

The researcher also concluded that organizational culture and organizational leadership influences strategic plan implementation in newly established public universities in Kenya. The importance of leadership to the implementation of strategic plans is underscored by the fact that this process entails formulation and institutionalizing the whole process (Essenbach et al, 1999).This is because organizational culture and organizational leadership involves organizational leadership and rivalry, shared beliefs and values, and clarification of the strategic plan intentions which have a big influence on the strategic plan implementation. Also there is a strong positive correlation (r = 0.959) between organizational culture and organizational leadership and strategy implementation.

The third conclusion from this study is that the organizational structure &administrative systems influence implementation of strategic plans in newly established public universities in Kenya. This is because organizational system involves; structure, formalization of the systems, coordination among systems, specialization in systems and centralized systems which influences implementation of strategic plans. Also there is a strong correlation (r=0.832) between administrative systems and strategic plan implementation.

Finally the study concluded that effective communication and consensus influence strategic plan implementation in newly established public universities in Kenya. This is because effective communication and consensus influence strategic plan implementation in newly established public universities. Excellent and open communication is the foundation for trust building amount stakeholders. This supports Kumar et al (2006) who asserted that "excellent communication between parties involved is the practice of trust-building between the involved parties throughout the implementation process. Also there is a strong positive correlation (r = 0.842) between effective communication and consensus and strategic plan implementation which is also significant.

5.4 Recommendations of the study

From the findings of this study, the researcher recommends.

The university administrators should continuously review the administrative systems since they influence implementation of strategic plans in newly established public universities in Kenya

The public universities should encourage an open door policy to encourage the top-middle-bottom communication among all staff. In addition, the university management should encourage participation of all staff in the formulation of strategies for the university.

The university management should adopt the high management practices of rigorous recruitment and selection procedures, extensive and relevant training of employees. In

addition, introduce incentive pay systems and performance management processes to encourage performance of the members of the workforce towards strategy implementation.

The universities management should explain what new responsibilities, tasks and duties need to be performed by employees in order to implement the strategy. In addition, they should make it easy for employees to access them through open and supportive communications channels

While developing strategy, it is also important for the university management to develop strategy that is fully aligned to the culture in the university. This most often makes it easy to successfully implement strategic plans and also operate efficiently.

University management should put in place centralized authority which is held by top middle and lower managers. This ensures that the line of communication and responsibility are relatively clear and the route to top management for approval is can be travelled quickly which enhances strategy implementation.

The university administration should constantly in service their employees so as to improve their practices since human resources practices influences implementation of strategic plans in newly established public universities in Kenya.

They should read and understand the strategic plans; this will make it easier to do their part in the implementation process. Participation in the process encourages consensus in decision making and reduces levels of resistance to change.

The government should appraise the universities on the basis of the effectiveness of their organizational culture and organizational leadership on strategic plan implementation in new established public universities in Kenya

The government should appraise the university on the extent of their strategic plans implementations. This is to encourage universities to transform their plans into action by showing evidence of what has been achieved in the time period that was proposed.

The Government should set some standards of the communication modes in the universities since effective communication and consensus influence strategic plan implementation in newly established public universities in Kenya.

5.5 Suggestion for Further Research

This study investigated the factors that affect implementation of Strategic Plans in newly established public universities in Kenya. Further research can be done on the following:-

This study recommends that similar studies be undertaken in other organizations and other factors that influence the implementation of strategic plans in public universities be investigated.

In addition, more research should also be carried out to investigate the influence of the external environment on the implementation of strategic plans in public universities or other organizations.

To investigate the factors influencing the formulation of the university strategic plan.

To investigate the factors influencing implementation of Strategic Plans in the old public universities in Kenya.

The influence of the chancellors' individual characteristics on Strategic Plans in the public universities in Kenya.

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APPENDICES

Appendix 1: Public Universities in Kenya

	NAME OF THE UNIVERSITY
1.	University of Nairobi (UoN) – established 1970 and chartered 2013
2.	Moi University (MU) - established 1984 and chartered 2013
3	Kenyatta University (KU) - established 1985 and chartered 2013
4.	Egerton University (EU) - established 1987 and chartered 2013
5.	Jomo Kenyatta University of Agriculture and Technology (JKUAT) - established 1994 and chartered 2013
6.	Maseno University (MSU) - established 2001 and chartered 2013
7.	MasindeMuliro University of Science and Technology (MMUST) - established 2007 and chartered 2013
8.	Technical University of Kenya (TUK) – 2013
9.	Technical University of Mombasa (TUM) - 2013
11.	Pwani University (PU) – 2013
12.	Kisii University (EU) – 2013
13.	University of Eldoret – 2013
14.	Maasai Mara University – 2013
15.	South Eastern Kenya University – 2013
16.	Laikipia University – 2013

17.	JaramogiOgingaOdinga University of Science and Technology - 2013
18.	Meru University of Science and Technology – 2013
19.	Multimedia University of Kenya – 2013
20.	University of Kabianga – 2013
21.	Karatina University – 2013
22.	DedanKimathi University of Technology (DKUT) - 2012
23.	Chuka University (CU) – 2013

Appendix 2: Strategic Plan Implementation Questionnaire

Instructions: tick where appropriate

Part 1

Personal information

Gender

Female ( ) Male ( )

Current post held in the University

Position	

Age Bracket

21-30 ( )   31-40   ( )   41-50   ( )   51-60   ( )   Over 60 ( )

Level of Education

PhD   ( )   Master's Degree ( )   Bachelor's Degree ( )   Diploma ( ) Certificate ( )

Part 2

Human Resources Management Practices with Strategic Plan Implementation

Do you think Human Resource Management Practicesfactors influence strategic plan implementation?

Yes ……….. No ………

Indicate the extent to which the following human resources factors/elements influence strategic plan implementation on a scale of 1-5 where;

Strongly agree (SA)-5, Agree (A)-4, Neutral (N)-3, Disagree (D)-2, Strongly Disagree (SD)-1

	STATEMENTS	Responses				
		SA	A	N	D	SD
1	Employee Commitment					
2	Staff Skills					
3	Interdepartmental relations (personnel relations)					
4	Personnel training and development					
5	Compensation/Rewards of personnel					

In your own opinion briefly explain how issues of Human resources that can be improved to enhance strategic plan implementation

_____

_____

_____

Part 3

Do you think Organizational Culture& Organizational Leadership influence strategic plan implementation?

Yes ……….. No ………

Indicate the extent to which the following Organizational Culture& Organizational Leadership factors/elements influence strategic plan implementation on a scale of 1-5 where;

Strongly agree (SA)-5, Agree (A)-4, Neutral (N)-3, Disagree (D)-2, Strongly Disagree (SD)-1

	STATEMENTS	Responses				
		SA	A	N	D	SD
1	Organizational Culture					
2	Leadership					
3	Organizational leadership rivalry					
4	Shared Beliefs					
5	Clarification of the strategic plan intentions					

In your own opinion briefly explain how issues of organizational culture& organizational leadership that can be improved to enhance strategic plan implementation

_____

_____

_____

Part 4

Organizational Structure &Systems and Strategic Plan Implementation

Do you think Organizational Structure & Systemsinfluence strategic plan implementation?

Yes ……….. No ………

Indicate the extent to which the following administrative systems and leadership factors/elements influence strategic plan implementation on a scale of 1-5 where;

Strongly agree (SA)-5, Agree (A)-4, Neutral (N)-3, Disagree (D)-2, Strongly Disagree (SD)-1

	STATEMENTS	Responses				
		SA	A	N	D	SD
1	Organization Structure					
2	Formalization of the Systems (degree to which decisions and working relationships are governed by formal rules and procedures)					
3	Coordination among the Systems					
4	Specialization in the Systems(the degree to which tasks and activities are divided in the organization)					
5.	Centralized Systems (whether decision authority is closely held by top managers or is delegated to middle and lower level managers)					

In your own opinion briefly explain how issues of Organizational Structure & Systems and Leadership that can be improved to enhance strategic plan implementation

_____

_____

_____

Part 5

Effective Communication, Consensus and Strategic Plan Implementation

Do you think Effective Communication &Consensusinfluence strategic plan implementation?

Yes ……….. No ………

Indicate the extent to which the following effective communication and consensus factors/ elements influence strategic plan implementation on a scale of 1-5 where;

Strongly agree (SA)-5, Agree (A)-4, Neutral (N)-3, Disagree (D)-2, Strongly Disagree (SD)-1

	STATEMENTS	Responses				
		SA	A	N	D	SD
1	Effective Communication					
2	Consensus					
3	Strategic consensus/agreement between the top, middle, and lower-level managers on strategy intent and strategy implementation					
4	Employees understand what new responsibilities, tasks, and duties need to be performed by them in order to implement strategy					
5.	Employees understand strategic plan					

In your own opinion briefly explain how issues of Effective Communication and Consensus that can be improved to enhance strategic plan implementation

_____

_____

_____

Part 6

The following table has statements about the 4 variables and Strategic Plan Implementation. Please respond to them on a five point ration scale

Strongly agree-SA-5, Agree-A-4, Neutral-N-3, Disagree-D-2, Strongly Disagree-SD-1

	STATEMENTS	Responses				
		SA	A	N	D	SD
1	Human resources practices influences Strategic Plan Implementation in my University					
2	Organizational culture and Organizational Leadership influences Strategic Plan Implementation in my University					
3	Effective Communication and Consensus influences Strategic Plan Implementation in my University					
4	Organizational Structure & Administrative systems influences Strategic Plan Implementation in my University					

Thank you for taking your precious time to fill in this questionnaire.

Appendix 3: Interview Schedule

1. What influence does Human Resources Management Practices have on strategic plan implementation?

   _____

   _____

   _____

2. What influence do Organizational Culture and Organizational Leadership have on strategic plan implementation?

   _____

   _____

   _____

3. What influence does Organizational Structure and Administrative Systems have on strategic plan implementation?

   _____

   _____

   _____

4. What influence does Effective Communication and Consensus have on strategic plan implementation?

   _____

   _____

   _____