

**INFLUENCE OF LEADERSHIP STYLES, RESOURCE ALLOCATION AND  
EMPLOYEE ATTITUDE ON IMPLEMENTATION OF STRATEGIC PLAN BY  
KENYA TEA DEVELOPMENT LIMITED**

**BY**

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## DECLARATION

I declare this research project is my original work and has not been presented for award of a degree in any other University.

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This Research Project has been submitted for examination with my approval as the appointed University Supervisor.

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## **DEDICATION**

I dedicate this research project to my family for the great support and encouragement. To my lovely mum and confidant Muthoni, to my sister Helen and Late Grandfather for giving all you could to make my education possible.

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## **ABSTRACT**

Strategy implementation is the process that turns planned strategies into action. Many organizations develop good strategic plans but fail to properly implement them. While successful strategy implementation plays a key role for organizational survival, implementation still remains a mirage as several challenges are often encountered during the implementation process. Such challenges need to be addressed so as to provide insight for implementation. The main objective of the study was therefore to identify the influence of leadership styles, resource allocation and employee attitudes on implementation of strategic plan in Kenya Tea Development Agency (KTDA). The study is based on Leadership and resource Allocation theories. The two theories describe how resource allocation and leadership styles influence implementation of strategic plans. The study adopted a case study design. The target population for the study comprised employees and managers of KTDA. Both purposive and random sampling were employed to come up with 322 employees and 12 managers. The study revealed that leadership styles, resources allocation and employee attitudes influence implementation of strategic plan in KTDA. Strategic plan implementation is influenced by attitude, resource allocation and leadership styles ( $C. V=47.17, 46.618$  and  $27.465$  respectively). The study recommends elaborate policy to address the identified challenges, further research in other organizations stressing on underlying issues affecting strategic plan implementation. Finally, the study recommends that information should be passed to the managers on the importance of resource allocation, leadership styles and employee attitude on the success of strategic plan implementation.

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## **ABBREVIATIONS AND ACRONYMS**

|        |  |
|--------|--|
| CTC    | : Curl Tear and Cut  |
| CTCL   | : Chai Trading Company Limited                                     |
| DBMS   | : Data Base Management System                                      |
| EATTA  | : East African Tea Trade Association                               |
| ERS    | : Economic Recovery Strategy                                       |
| ERSWEC | : Economic Recovery Strategy for Wealth and Employment<br>Creation |
| FAO    | : Food Agricultural Organization                                   |
| GAP    | : Good Agricultural Practice                                       |
| GDP    | : Gross Domestic Product   |
| KTDA   | : Kenya Tea Development Agency                                     |
| MDGs   | : Millennium Development Goals                                     |
| MoA    | : Ministry of Agriculture  |
| RBV    | : Resource-Based View  |
| SPSS   | : Statistical Package for Social Sciences                          |
| SRA    | : Strategy for Revitalizing Agriculture                            |
| SSA    | : Sub Sahara Africa  |
| SWOT   | : Strengths, Weaknesses, Opportunities and Threats                 |
| TBK    | : Tea Board of Kenya   |
| USA    | : United States of America   |

## CHAPTER ONE: INTRODUCTION

### 1.1 Background of the Study

In today's competitive business environment, many organizations are faced with the challenge of strategy implementation. While this has been identified as a major challenge, many organizations repeatedly fail to truly motivate their workforce to work with enthusiasm, collaboratively in achieving organizational goals. As such, there seems to be a real struggle to put into action plans that facilitate successful implementation and sustainability of the strategic plans (Martin, 2010). Studies indicate that chances of failure of new strategies are always high. Organizations striving for product growth and success must thus learn how to make strategies and ideas a reality. Successful strategy implementation requires a combination of organizational and external factors.

Chetty (2010) identified six factors necessary for successful implementation of an organization's strategic plans. These factors comprise; obtaining and sustaining top executive commitment; ensuring full engagement of stakeholders at all levels; creating clear and tangible communication strategies; ensuring cascaded accountability measures, selecting best staff to drive key initiatives; and the ability to monitor and track progress. Chetty (2010) suggest that all the six dimensions must be managed comprehensively so as to ensure that they are aligned to organization's strategic plan. Another scholar, Umble, Haft and Umble (2003) on the other hand identified seven factors successful implementation of strategic plans. The factors identified included timely and adequate feedback systems, sufficient resource allocation, good leadership styles, workforce

motivation, adequate communication and coordination, appropriate company structure, and appropriate organizational culture.

Studies across the globe show that most companies have strategic plans, but are unable to successfully implement them. Bigler (2011) investigated strategy implementation in USA and Europe and found that more than 90 percent of organizations formulate strategies but fail to implement them on time and thus fail to achieve their intended results. According to Freedman (2013), organizations normally develop with good strategic plans which are unfortunately never implemented.

Studies conducted in Africa reveal similar findings. A study conducted by Makerere University (2010) on integration of Information Communication Technology in operations indicated that strategies formulated for the same are hardly implemented. A similar study conducted in South Africa (Sila & Gichinga, 2016) also indicated that many multinational companies in South Africa were not able to successfully implement their strategic plans.

In Kenya, relevant studies indicate that successful firms are those which are able to successfully implement their strategic plans. For instance, Awino (2011) concluded that organizations with good strategic plans and are able to implement them are more successful. He however noted that most organizations were not able to implement their strategic plans. Converting a strategy into results requires workforce coordination, operations as well as the strategy (Paterman, 2008). This study investigated the barriers to implementation of strategic plans in Kenya Tea Development Agency (KTDA).

## **1.2 Strategic management Concept**

Strategic management is defined as the continuous planning, monitoring, analysis and assessment of all that is necessary for an organization to meet its goals and objectives (Bryson, 2018). Strategic management process enables managers assess their organization's present situation, develop strategies, implement and analyze their effectiveness. It involves an analysis of the cross-functional strategies before their implementation (Laudon et al., 2016). Thomson and Strickland (1998) characterizes organizations as a movement with deliberate strategies and objectives to accomplish within a set duration of time. Organizations therefore need specific objectives with specific execution strategies. McCarthy, Minichiello & Curran (1996) depict method concerning illustration activities association take to attain its targets mission.

Mintzberg (2003) describes strategies as an orchestration, design position and more as a viewpoint that an organization takes while undertaking its operations. Likewise, an orchestration, method integrates association's goals, strategies and movement successions under a durable whole; similarly, as a ploy, it expected to outmaneuver competitors; as a pattern, it's the stream about movements emerging; as a point of view, it portrays the method for outwardly analyzing the universe.

Nature's domain assumes a basic part done deciding the thing that to induce in the advertise. This is characterized similarly as a key fit. Johnson and Scholes (2002) notes that methodology will be optically discerned as those matching of the exercises about an association of the nature's domain over which it works. Further, they verbally express that system might withal make optically discerned as fabricating once association's assets competencies to induce chances. Pearce and Robinson (2005) notes that though nature's

domain transmutes it will oblige transmutations in the association result business sector center for its technique.

As stated by Steiner et al. (1982), system is a cumulative and incorporated arrangement that relates the vital preferences of the firm to the tests of the earth What's more that is planned on learn that key destinations of the endeavor are attained through lucky execution by those association.

### **1.2.1 Strategy formulation**

Formulation of strategy involves the process of deciding the necessary actions in ensuring that company objectives are accomplished (Bryson, 2018). The process is necessary for achievement of organisational purposes. It is normally done after conducting environmental scanning and results into formulation of corporate, business and functional strategies. It is through the process of strategy formulation that the organizational goals are arrived at by the management and at the same time, main strategies of achieving the set goals are developed (Wheelen et al., 2017).

Many approaches can be applied for strategic formulation (Dess et al., 2014). Such may include analysis, deliberation, and planning. Based on this approach, organization's managers study the competitive forces of the organization's environment, develop strategies to overcome the forces and then implemented the developed strategies. This has been referred to as deliberate approach. Equally, managers can adopt emergent approach where they try things out, learn from the experiences presented, adjust accordingly and gradually craft a strategy (Bryson, 2018).

Both deliberate and emergent approaches however can be argued as incomplete. Critics of the approaches view them as missing crucial components of strategic formulation. Such crucial components lie in analogical reasoning. According to (Wolf & Floyd, 2017), great strategists should rely on emergence and deliberation at the right moments, and at the same time, understand when and how to employ analogies with care. According to Grant and Jordan (2015), a strategic plan can be viewed as a coordinated approach in building defenses against the competitive forces or finding a position in the industry where the forces are weakest

Several theoretical frameworks have been used to inform strategy formulation. The five-force framework developed by Porter (1980) approaches policy formulation through organization and assignment of meaning to various measures and organizational characteristics. The generic strategy framework by Porter (1980) is based on use of approaches for achieving competitive advantage. The Strength, Weakness, opportunity and Threat (SWOT) analysis framework is applied in assessing strategic situations. The value-chain framework (Porter, 1985) provides analysis of an organization's activities as well as sources of competitive advantage.

### **1.2.2 Strategy Implementation**

Strategic implementation can be defined as a process or approach used an organization to actualize strategic plans towards achievement of desired goals (Jordan, 2015). Baroto, Arvand and Ahmad (2014), points out that strategy implementation is the action stage in strategic management. They further note that implementation entails mobilizing and motivating employees and managers to put formulated strategies into action to achieve the



set goals and objectives. Effective implementation helps to achieve organizational plans (Hrebiniak, 2006). A viable implementation process addresses who, where, when and how to reach set goals and objectives (Kerzner & Kerzner, 2017).

Successful strategy implementation will have an outstanding leader, who engages every stakeholder in plan execution process and performance measurement tools available to provide motivation and allow for follow up (Grant, 2016). It entails assigning individuals to tasks and timelines to help the achievement of set goals and objectives. Communication of the objectives and goals is key to enable evaluate and monitor performance as well as detect any anomalies and rectify them in a timely manner for the success of any strategy. Motivation also plays an integral part as well as personal discipline, commitment, and sacrifice (Abbas, 2017).

According to Baroto, Arvand and Ahmad (2014), the most difficult and challenging stage of strategic management is strategy implementation stage, since it requires managers to convert developed plans into actions to achieve the set goals and objectives. Pearce and Robinson (1995) define strategic implementation as internal operations driven activity involving budgeting, organizing, culture building, motivating, supervising and other initiatives aimed at making the strategy work (Grant, 2016). Grant (2016), points that strategy implementation includes instituting the best practices and programs for continuous improvement, allocating ample resources to strategy critical activities, creating a strategy supportive corporate culture, installing systems, exerting strategic leadership and tying reward structure to achieve results. The current study investigated the influence of leadership styles, resource allocation and employee attitudes on implementation of strategic plan in KTDA.

### **1.2.3 Strategy Evaluation**

Strategic evaluation refers to the process of ascertaining effectiveness of a strategic plan (Bryson, 2018). It is a measure of the effectiveness of a given strategy in achieving its objectives. Important strategy evaluation activities include the process of appraising internal and external factors upon which an organization's strategies are based, measuring their effectiveness, and wherever necessary, taking corrective actions aimed at improving outcome of the strategy (Morden, 2016). Strategic evaluation is an important process necessary for ensuring that organisational strategy meets the organisational objectives (Bryson, 2018).

According to Wheelen at al., (2017), strategy evaluation is important for an organization, just as strategy formulation since it is used as an indicator for organizational strategy's efficiency and effectiveness and how the plans are comprehensive enough to ensure achievement of the desired results. Appropriateness and effectiveness of a strategy can be evaluated based on along their capacities to meet the socio-economic, political and technological innovations as they occur in today's dynamic business environment (Argenti, 2018).

Strategy evaluation is an important process since it is through it that an organization can be able to co-ordinate the tasks performed by all stakeholders in the organization (Lichfield, Kettle & Whitbread, 2016). Such stakeholders may include managers, groups, departments and other workers in through ranks by application of control of performance mechanisms (Morden, 2016). The significance of strategic evaluation therefore lies in its abilities to create frameworks for ensuring development of inputs for new strategic planning, feedback mechanisms, development of employee appraisal and reward, coming

up with elaborate strategic management process and assessment of validity of specific strategic choices (Wheelen et al., 2017).

#### **2.3.4 Strategy Control**

Strategy control is defined as implementation of information of strategic evaluation information as documented during strategy evaluation process (Rothaermel, 2015). This is aimed at injecting mechanisms for better control over strategy implementation process. The information obtained during the evaluation process is thus, through strategy control used by managers to have a better control of strategic implementation process (Alles, Brennan, Kogan & Vasarhelyi, 2018). Organizations using strategic evaluation information are at a better position to develop good plans and at the same time are able to effectively improve the ways they implement their plans.

According to Wheelen et al. (2017), the two types of strategy control include operational control and strategic control. While operational control refers to various measures put into place to ensure that organizational units contribute to organization objectives as planned and implemented through the strategic plan, strategic control on the other hand is aimed at incorporating necessary adjustments in the strategic plan based on the ever-changing strategic assumptions in the process of strategic implementation (Bentley-Goode, Newton & Thompson, 2017).

### **1.3 Tea Industry in Kenya**

Tea was first introduced to Kenya in 1903 from India by a European settler GWL Caine. The British Colonial Administration started exporting it to London by 1933. The cultivation of tea in the colonial period was basically the preserve of the British settlers. In 1963 and the preceding years, Kenyans also begun tea cultivation.

Tea industries in Kenya are registered and controlled by the ministry of Agriculture and Rural Development. Tea production in Kenya has been rising from the post-independence amount of 18,000 tons to about 300,000 tons in the year 1998. This has made Kenya to be one of the largest tea producers in the world. Most of Kenya's tea is exported to Pakistan, the UK and the Netherlands.

Small scale farmers play an important role in the cultivation of tea in Kenya. It is estimated that small scale farmers contribute to almost 60% of total amount of tea produced in Kenya. Tea contribute about 4% of Kenya's Gross Domestic Products (GDP). The tea sector employs about 10% of the population and thus considered one of the prime economic movers in Kenya's economy. About 5% of the tea produced is consumed locally while the rest are exported and are sold in foreign markets. Processing and grading at of tea is done by KTDA managed factories.

### **1.3.1 Kenya Tea Development Agency Limited**

KTDA Limited was established in 1964 to support and protect small scale holders and to facilitate scale producers access international tea markets. At that time, tea factories were owned by the state. The state controlled the processing and marketing of tea. In June 2000, due to the pressure from World Bank structural adjustment program, KTDA limited was privatized and changed the name to Kenya Tea Development Agency. This change was geared to improve efficiency and management of tea production as well as marketing of green leaf (Gesimba et al, 2005).

Kenya Tea Development Agency has a strategic direction which is guided by its vision "to be the leading Management and Marketing Company of high-quality tea products in the

world", its mission is "to provide effective management services to the tea sector for efficient production, processing and marketing of high-quality teas and investing in related profitable ventures for the benefit of shareholders and other stakeholders". The main objective and goal is to meet and exceed customer's expectations in providing high-quality products and associated services ([www.ktdateas.com](http://www.ktdateas.com)). KTDA Ltd managed factories are ISO 9001:2008. The organization has over 500,000 small scale tea farmers who are individual shareholders of the factory companies, who in turn are corporate shareholders of Kenya Tea Development Agency ([www.ktdeateas.com](http://www.ktdeateas.com)).

KTDA avails tree seedlings and fertilizers through credit schemes to the farmers. It utilizes the latest ICT and engineering services whereby all the 65 factories are interconnected and data replicated in the head office ([www.ktdateas.com](http://www.ktdateas.com)). KTDA processes payments to active growers for green leaf delivery provides insurance and warehousing to the 65 factories as well as assisting the factories to obtain project financing when necessary.

#### **1.4 Research Problem**

Competitive organizations rely on their abilities to focus and chart deliberate strategies aimed at achieving specific goals. Such strategies are formalized in strategic plan documents. Organizations are able to meet their objectives when such strategies are implemented successfully (Lehner, 2004). Having a strategic plan does not translate into effective implementation. Due to challenges in implementation, many organizations are not able to implement their strategies and thus are unable to meet their objectives.

In Kenya, agriculture has been described as the backbone of the economy. As such, deliberate strategies have been put in place to ensure promotion of agriculture. Kenya Tea

Development Agency was instituted to promote tea production as one of the major agricultural produce in Kenya. K.T.D.A develops strategies after every five years and by looking at the strategies there are various initiatives on strategy implementation. However, the suggested initiatives have not been fully implemented this is evidenced by the failure of KTDA to achieve its strategic objectives. This therefore indicates that the challenge is not strategies but rather it is the implementation of strategies that poses a challenge which leads to high cost of production. KTDA, just like any other organization develops strategic plans which are expected to be implemented within a period of time. However, implementation of strategic plans within the organization still remains a challenge.

Kiprop (2009) did a study on strategy implementation at the Kenya Wildlife Service. The study concluded that a firm should focus on organizational structures and controls mechanisms of employees while implementing the strategy. Mbindyo (2011) also conducted a research on challenges of strategy implementation in Kenya the National Audit Office and identified culture and inadequate funding as the major challenges in strategy implementation. Rajasekar (2014) conducted a study on the factors affecting effective strategy implementation and considered leadership styles, organization structure and employee attitude. His study identified that, leadership styles greatly affected strategic plan implementation as compared to organizational structure and employee attituded.

Leadership, resource allocation and employees' attitudes have been identified as some of the factors influencing implementation of strategic plans. Various studies have been done on challenges different firms face in implementing strategy, few have focused on the influence of leadership styles, resource allocation and employees' attitude on implementation of strategic plans and more so in KTDA. An understanding of the influence

of leadership styles, resource allocation and employee attitudes on implementation of strategic plan in KTDA thus was necessary to inform better strategic planning and implementation for better organizational outcome in KTDA.

### **1.5 Research Objectives**

The research objectives were to;

- i. Determine influence of leadership styles on implementation of strategic plan in KTDA.
- ii. Establish the influence of resource allocation on implementation of strategic plan in KTDA.
- iii. Assess the influence of employee's attitudes on implementation of strategic plan in KTDA.

### **1.6 Value of the Study**

The results of the study will be useful to researchers and academicians in strategic management. It will make contributions to body of existing knowledge on factors influencing strategy implementation. The study will also be useful for KTDA management team in addressing factors influencing implementation of their strategic plans as identified. This in turn, will enhance strategy implementation and organizational goals and objectives.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter highlights the theoretical foundation of the study. The chapter also presents literature review on the challenges facing strategic plan implementation. The chapter then gives summary of literature and gaps in the literature reviewed.

### **2.2 Theoretical Foundation**

Theoretical literature is detailed in this section whose aim is to critically understand the concepts used in the study. This study concerns itself with the challenges facing implementation of strategic plans. An oversight of factors influencing implementation of strategic plans is provided by Leadership Theory and Resource Allocation theory.

#### **2.2.1 Leadership Theory**

Organizations need to apply relevant leadership skills in accomplishing various organizational objectives (Northouse, 2018). Learning to apply effective leadership styles may enable a leader cope with particular situation in the organization and the same time enables a leader become more effective in the organization they lead. Leaders who apply participative styles involve other employees and stakeholders when making decisions. This is in contrast with autocratic leadership styles where the leader makes all decisions by themselves (Anderson & Sun, 2017). A transactional leader on the other hand develops structures which could be used by staff members and other stakeholders to execute their duties. Such duties are evaluated on their effectiveness and the employees responsible are either rewarded or punished based on their performance.



A transformational leader applies leadership skills in developing trust and confidence among their employees and motivates them towards adopting new policies and procedures. Transformational leaders must show integrity in their leadership. They develop and inspire robust visions for the organization. A transformational leader must be able to motivate their employees towards achievement of goals and objectives. Such leaders build stronger and successful teams (Northouse, 2018).

### **2.2.2 Resource Allocation Theory**

Strategic plan resource allocation involves allocation of both financial and human among various organizational units and subunits. Wernerfelt (1984) formulated the Resource-Based View (RBV). According to the theory, an organization's aim is to achieve competitive advantage over its competitors. Resource Based View Model supposes that competitiveness can be achieved by providing customers with unique and quality products which will only be met by ensuring that products cannot be easily imitated and difficult to substitute (Priem & Butler, 2001).

According to Currie (2009), resources include inputs of an organization's production processes. Resources can be grouped into three major categories. Physical capital resources are major resources including plant and equipment which form the basis of an organization's operations. Human capital resources relate to employee skills including training relationships and experience as well as organizational capital resources. According to Barney (1991) organization's resources must be rare, imitable and non-sustainable for it to achieve a maintainable competitive advantage. Resource Based View model considers capability as the intrinsic capacity for resources to perform stretch tasks

of a given activity successfully. Currie (2009) concludes that each and every organization must have a number of capabilities and resources that they could put into use for strategy development. This therefore implies that specific and unique resources and capabilities of an organization determine its performance.

### **2.3. Leadership Styles and Implementation of Strategic Plan**

As stated by Learned et al., (1969) leadership may be characterized as acceptable, irreplaceable, inspirational and administrative qualities that enables an individual to effectively lead an organization. Good leadership is fundamental organizational prosperity. Effective leadership will reflect attributes that include; staying on top of what is happening through close monitoring, promoting a culture of "esprit de corps" (mobilizing employees) and motivating them to high performance levels, keeping the organization responsive to changing conditions (learning organization), exercising ethical leadership, thus do what you say and taking timely corrective action when change is apparent (Thompson & Strickland, 2003). Additionally, they state that strong leadership is almost always essential for effective execution, and exerting take-charge leadership, being a "spark plug", ram-rod things through, and getting things done by coaching others are difficult tasks. Leadership is one of the main challenges in strategy implementation. Thus, for an organization to effectively implement strategies they need a leader who understands the vision and the mission of the organization and one who is committed to moving the organization to the intended position.

Cummings and Worley (2014) for planned growth to be attained the implementing team which is formed by employees and leaders must execute their duties diligently. Additionally, Sageer, Rafat and Agarwal (2012) stated that where good leadership skills

are enacted there is measurable growth in the organization and on the other hand the employees are motivated and satisfied. There is also high turnover reading to increased productivity. Good leadership plays a major role in determining employee's attitude towards their job hence they will execute their duties assigned to them diligently making it easy to implement strategies.

Leadership styles can be classified into three types; transformation, transactional and the Laissez-faire leadership (Northouse, 2015). Transformational leadership the leader involves all the employees to identify the required change, the vision to guide the required change and a committed team among the employees to execute the strategy. A leader who applies this form of leadership is able to connect with the employees easily and the staff have a sense of identity this leads to productivity since employees are motivated and have the right attitude towards their job. A leader who is a role model to the followers is able to inspire the team towards attaining the set objectives since he is able to align tasks that will enhance performance. Krishnan (2005) noted that transformational leadership style is vital to the organization employees towards attaining more rather than just what they had planned.

Gregory, Russell and Patterson (2004) defined transactional leadership style comprising of motivation and direction to achieving follower's self-interest through rewards and punishment for the exchange. A leader operating under transactional leadership has the capacity to spur employees' performance through setting targets and they are measured at certain set timelines. If the targets are achieved, they are rewarded. Leaders may apply the following dimensions of transactional leadership. Contingent reward where the employee is given a reward by the employer upon completing a task. Active management by

exception where the leader examines and monitor for any errors and apply corrective measures. Passive management by exception leaders take action only after mistake occurred.

Laissez-faire leadership, leaders employ a non-transformational style and instead become uninvolved with their subordinates and members. Wong and Giessner (2015), laissez-faire leadership is absence of leadership style. Laissez-faire leaders do not make any policies or decisions instead they relegate the goals, decisions and challenges arising from the organization to the group members. This kind of leaders employ highly trained and qualified personnel to provide leadership and direction on the behalf of the organization hence they have no authority within the organization. Skogstad et al., (2015) argues that laissez-faire leader must employ subordinates who are problem solvers, able to work independently and able to deliver results. Several studies have been conducted to compare the different type of leadership between men and women.

A study conducted by Mberia and Midigo (2016) in the public service of Kenya indicated that most leaders employed transformational and transactional leadership styles and related this to employee satisfaction. From their study, leadership styles influenced employee satisfaction and thus it could also be argued that this could also influenced strategic implementation of organization.

#### **2.4. Allocation of Resources and Strategic Plan Implementation.**

According to Aosa (1992) resources comprise both materials and human resource required for the strategy implementation process. David (2003) further defines a resource as both material and human resources at disposal of an organization for strategic implementation. Courtney (2002) notes that departments concerned with implementation of strategies must

have the resources needed to implement each part of the strategic plan. Taylor et al (1986) point out that there should be staff development programs that will motivate and identify capability gaps.

According to McCarthy et al (1986), every organization has limits on its resources. The number and quality of key personnel, the amount of capital, the physical production capacity, or the adaptability of its social structure. The challenging issue is how to use these limited resources to the best advantage. Therefore, a strategy which is feasible must be devised within the inherent restraints. Under the depriving strategy, critical organization units of the funds needed to execute their part of the strategic plan can undermine the implementation process. McCarthy et al (1986) also note that maintaining momentum in strategy implementation requires proper budgetary allocations. Not only must a strategy implementer oversee equitable allocation of funds but also value for the work done (Thompson & Strickland, 1992).

David (2009) argues that organizations have four type of resources financial, human, physical and technological. These resources help the organization to achieve its set objectives. Lack of any resource will be a major setback in implementing strategy. Resource fit test should be conducted to determine whether organization resources strengths match the requirements of its present line up. People are the key strategic resources it is therefore important for management in an organization to allocate people tasks they are well versed with to effectively utilize the know-how of their employees (Pryor et al, 2007).

## **2.5. Employees Attitude and Strategic plan Implementation**

Attitude refers to mental position comprising feelings, opinion or emotion in response to an external situation. It is the attitude individuals develop which make them differ from one another and be unique in their undertakings. Attitude persists unless something is done to change them. Different people possess differing attitudes in different situations at different times. Attitude may be favorable or unfavorable and are directed towards some object which the person believes in or has a belief about. Employee attitudes play a vital role in strategy implementation. For effective strategy implementation, employees of an organization need to have a positive attitude. This enables them to have positive perspective of their job. With a positive attitude, employees will not work with the notion of just doing enough to get their pay, but will go an extra mile to ensure they will do anything outside their assigned task as long as it benefits the organization.

Pauwe and Richardson (1997) stated that employee attitude contributes to perceptions developed by employees in the course of their work and this is key to employee performance. Bartel (2004) did a study of 160 Canadian banks and found out that branch performance related to employee attitude. Negative attitude produced poor performance. Wiley (1991) did a study in two hundred retail stores and found out a strong relationship between employees' attitude about working conditions and work obstacles and he evaluated the relationship between customer and employee satisfaction with financial performance. He found out only weak and negative correlations.

Fishbein and Ajzen (1977) reported that attitude and behavior must be compatible to ensure strong relationship. Motivation has a direct impact on employee performance and attitude this affects the job satisfaction and commitment, if an employee is motivated, they are able

to deliver hence set objectives of strategy implementation are achieved in the stipulated time frame. A study conducted by Vakola, Tsaousis and Nikolaou (2004) revealed that employees' positive attitude towards formulated strategies were vital in achieving successful strategy implementation.

Employee attitude is also influenced by organizational culture. Cultures have been defined by Robins and Coulter (1996) as the principle beliefs, patterns, attitudes and patterns that people in a firm operate in. Every organization according to Thompson and Strickland (1992) has its own unique culture that define how the organization is run and managed, how problems are being solved as well as how the managerial personality style mix and establish a pattern of operations. In that case, culture is considered a great hindrance to strategic implementation since culture has to be shaped in a bid to fit to the strategic implementation. The compatibility of strategy and culture is critical since failure to such compatibility would result to a high organizational resistance. Such resistance and the decline of the employee motivation would lead to frustrations of the strategic implementation efforts.

Johnson and Scholes (1999) on their end define culture as the unconscious beliefs and assumptions that operate within an organization and are shared by the organizational members. According to Thompson (1997), the largest portion of organizational culture is defined by a strategic leader. It is the values coupled by the beliefs of the leaders that shape the organization and influence strategic change. This in turn affects and influence the behaviors and the attitudes of the people and their willingness to accept responsibility and the taking of measured risks. In addition, Johnson (1992) further argues that the most

critical determinant of organizational strategic change is the change of the behaviors within the organization.

Such behavior is embedded in the set of cultural webs that are characterized by symbols, control systems, power structures, organizational structures, rituals and routine and myths, Strategic development with such an organization require a shift of the paradigm. The shift of paradigm in this case means the change in the formula of what the organization capsulizes. Strategic drift according to Johnson encompasses the creation of a communicative and open culture which does challenge the status quo. This involves the frequent use of extrinsic services that include external consultants in a bid to challenge the organizational mindset as well as deploying the symbols of change. McCarthy et al (1996) adds that the critical tool for strategic implementation is the reorganization of the organizational personnel that drive the organization to the desired direction. This reorganization is considered since it helps in the fostering of the organizational outlook and skill set that is required for the success of the strategy.

## **2.6 Knowledge Gap**

Reviews conducted revealed that resource allocation contributed mostly to organizations not achieving goal and objectives. The findings also indicated that due to resistance to changes that were caused by lack of skills of implementing change organization failed to achieve the expected level of organizational change. Ruth (2013) studied challenges Mazars in Kenya faced in strategy implementation and the findings indicated that industry forces influences strategy implementation. Competition plays a major role and changes in economic conditions.



A study by Sesi (2009) on challenges Kenya Dairy Board faced in strategy implementation revealed that lack of enough resources and favorable institution policies and procedures posed a challenge to successful strategy implementation. Jooste and Fourie (2009) conducted a research on barriers to the success of strategy implementation and the findings indicated that inadequate resources, Organizational culture and ineffective leadership were the main barriers to successful strategy implementation.

Literature the literature reviewed demonstrated possible influence of leadership styles, resource allocation and employee attitude on implementation of strategic plans. However, there seems to be few studies on influence of employee attitude on implementation of strategic plans. Besides, no study has been conducted on the influence of leadership styles, resource and employee attitude on implementation of strategic plan in KTDA. The study seeks to fill the gap KTDA faces in strategy implementation aiming at reducing the production cost of tea to increase returns to all stakeholders. This will assist all the stakeholders in identifying their role in achieving goals and objectives.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter describes the procedures and the methods used in the study. It therefore discusses the research design, the data collection procedures and the data analysis process.

### **3.2 Research Design.**

Research design is an overall action-plan for the research. It spells the blue-print for the collection, measurement and analysis of data. Case study research was used in this research. According to Zainal (2017), a case study research collects data from a given population in order to determine the current status of that population with respect to one or more variables. This study investigated the influence of leadership styles, resource allocation and employees' attitudes on implementation of strategic plan by KTDA.

### **3.3 Target Population**

A population is a group of individuals, objects or items having a common observable characteristic which a study is interested in (Hancock & Algozzine, 2016). It is the entire collection of people or things the researcher is interested in. The target population of this study were 2,000 employees and managers and twelve (12) line managers.

### **3.4 Sampling**

The sample frame of this study was drawn from the employees' register in KTDA. A sample refers to a smaller representative group obtained from the accessible population while sampling is the process of selecting study participants from the population (Levy & Lemeshow, 2013). It is a set of respondents selected from a larger population for the

purpose of a survey. The purpose of sampling is to gain an understanding about some features or attributes of the whole population based on the characteristics of the sample.

Random sampling was used to sample workers while purposive sampling was used to sample all the line managers. The sample size for the employees was determined by Fischer method as follows:

The population of >10000 is given as;

Sample size,  $n = [z^2 pq]/d^2$ ,

Where Z=standard normal deviate at 95% Confidence Interval=1.96

p=50% or 0.5 q=1-p or q=1-0.5=0.5

d=desired precision level or allowed standard error=+5%

This gives:  $n = [1.962 \times 0.5 \times 0.5]/0.052 = 384.16$

Targeted population was however below 10,000.

Using reduction method, the sample size was thus calculated;

$nf = n/[1+(n/N)]$

where N=sample frame=2000

and n=sample size

This gives:  $nf = 384/[1+(384/2000)]$

Therefore,  $nf = 322.1477$

The study thus sampled 322 respondents for interviewing

### **3.5 Data Collection**

Secondary data was collected from the 2014-2019 strategic plan of the organization.

Primary data was collected through questionnaires and interview guides which were administered to the respondents by the researcher. A questionnaire is a data collection instrument that sets out in a formal way the questions designed to elicit the desired

information. Both structured and un-structured questions relating to the field of inquiry were used. The questionnaires were self-administered. Data collection was assisted by two research assistants. The data collected were those related to the variables of the study (leadership styles, resource allocation and employees' attitude). The variables also formed the themes for key informant interviews.

### **3.8 Recruitment and Training of research assistants**

Data collection was assisted by two research assistants. The research assistants were recruited based on their levels of education and experience in data collection. The research assistants were third year students of business administration. They were trained on administration of the questionnaires for one day. The training was also necessary for familiarization with the study tools.

### **3.10 Data Analysis**

The objectives of data analysis are ascertaining the goodness of the data and answering the research question. Establishing the goodness of data leads to credibility to all subsequent analysis and findings because it measures the reliability and the validity of the measures used in the study (Ott & Longnecker, 2015). At the end of every field data collection day, the filled questionnaires were checked for completeness and consistency of information before storage. The data from the completed questionnaires were cleaned, coded and entered into the computer using the statistical packages for social sciences (SPSS) for Windows for analysis. Quantitative data was analyzed using SPSS program (Prasad, 2008) version 23. Quantitative data was analyzed through descriptive and inferential statistics while qualitative data through content analysis.

## CHAPTER FOUR: DATA ANALYSIS AND PRESENTATION

### 4.1 Introduction

This chapter presents the findings of the study. The findings are presented in tables and charts.

### 4.2 Response Rate

A total of 322 employees and 12 managers were sampled. However, a total of 309 employees and 8 managers were interviewed successfully making 95% return rate (Table 4.1)

**Table 4.1 Response Rate**

| Category     | Sampled    | Returned   | Percentage  |
|--------------|------------|------------|-------------|
| Employees    | 322        | 309        | 96.0        |
| Managers     | 12         | 8          | 66.7        |
| <b>Total</b> | <b>334</b> | <b>317</b> | <b>94.9</b> |

**Source: Primary Data**

As shown in Table 4.1, majority of employees (96%) were interviewed. Managers who were interviewed constituted 67% of the sample.

### 4.3 Demographic Characteristics

Respondents were asked to indicate their age, level of education, gender and years of experience. Table 4.2 contains the study results.

**Table 4.2 Demographic Information of the Respondents**

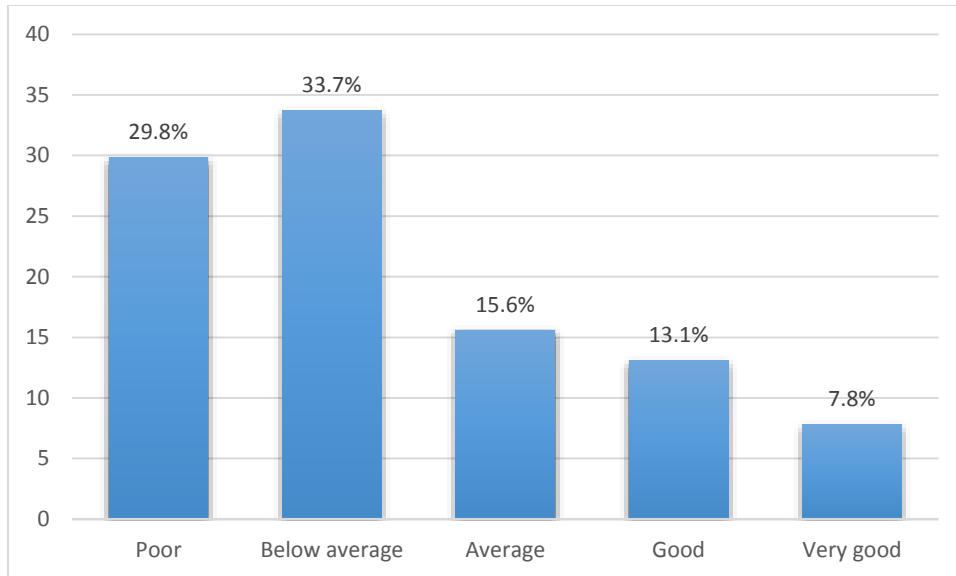
|              |                      | Frequency  | Percentage   |
|--------------|----------------------|------------|--------------|
| Gender       | Male                 | 207        | 67.0         |
|              | Female               | 102        | 33.0         |
| Education    | Diploma              | 148        | 47.9         |
|              | Graduate Degree      | 99         | 32.0         |
|              | Post Graduate Degree | 62         | 20.1         |
| Experience   | < 5 Years            | 74         | 23.9         |
|              | 6-10 years           | 164        | 53.1         |
|              | > 10 Years           | 71         | 23.0         |
| <b>Total</b> |                      | <b>309</b> | <b>100.0</b> |

**Source: Primary Data**

Table 4.2 shows that 67% of the employees were males while 33% were females. Those who had diploma level of education constituted 47.9% of the sampled employees. Graduate degree holders and post graduate degree holders were 32% and 20.1% respectively. Further, about 53.15% of the sampled employees had between 6 and 10 years of experiences while 23.9% had less than 5 years of experience. The findings on the demographic characteristics of the respondents indicate that the majority of the employees were males, had diploma level of education, and had worked for KTDA for 6 and 10 years.

**4.3 Extent of Strategic Plan Implementation**

The study investigated the extent of implementation of the strategic plans by KTDA. Respondents were asked to rate the extent of implementation of their organization's strategic plan. Figure 3.1 represents the study findings



**Figure 4.1 Extent of Strategic Plan Implementation.**

Figure 4.1 shows that 33.7% of the respondents indicated that implementation of the organization’s strategic plan was below average. About 29.8% indicated that the implementation was poor. Only 7.8% of the respondents indicated that the implementation of the strategic plan was good.

During the key informant interviews with the managers of the organization, it emerged that most of the managers were of the opinion that the organization has not been able to successfully implement its strategic plans. When asked to rate the success of implementation, one informant posed that,

*“The implementation of the strategic plan has been so far very poor. This has been greatly attributed to poor staff development policies in the organization. Most of the employees we have here are fronted by their respective zones and as you know, this can be a political process and thus achieving professionalism could be difficult with such cadres of*

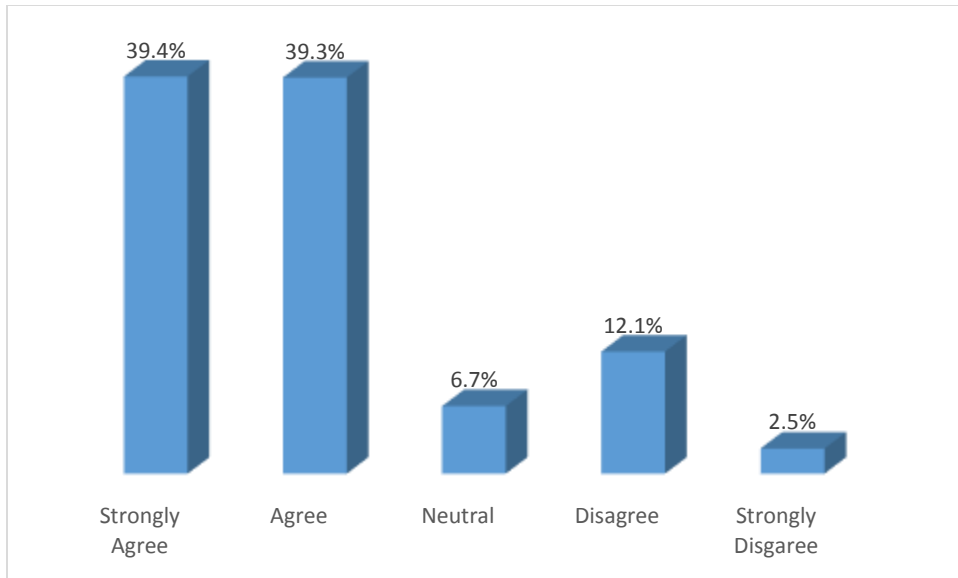
*employees. So, without adequate training, such employees may find it difficult to even understand the contents of the strategic plans”*

From the secondary data sources, this study revealed that KTDA has always had strategic plans with well laid down implementation strategies. However, findings of this study indicate that most employees and managers were of the opinion that the strategic plans are poorly implemented. It is possible that KTDA, just like many organizations has underlying challenges that seem to thwart their attempts to implement their strategic plans. A study conducted by Baroto, Arvand and Ahmad (2014), indicated that most organizations face challenges in implementation of their strategic plans in as much as they had good plans. Such challenges are explored in the subsequent sections of this project.

### **4.3 Leadership Styles and Strategic Plan Implementation**

The respondents were asked to indicate their opinion on whether leadership styles affected implementation of strategic plans in their organization. Figure 4.2 depicts the study findings.





**Figure 4.2 Influence of Leadership on Implementation of Strategic Plans**

As indicated in Figure 4.2, of the 309 employees of KTDA who participated in the study, 39.4% and 39.3% strongly agreed and agreed respectively that management styles affected implementation of strategic plans of the organization. About 6.7% neither agreed nor disagreed. Those who disagreed were about 12.1%. Similar findings were also revealed from the Key informant interviews.

Some aspects of leadership styles including employee motivation, participation, equal treatment, and delegation and employee development were investigated. Liker type questions in a scale of five (SA=Strongly Agree, A=Agree, N=Neutral, D=Disagree and SD=Strongly Disagree) were asked and respondents instructed to indicate their levels of agreement with the statements. Table 4.3 contains the relevant responses.

**Table 4.3 Influence of Leadership Styles on Strategic Plan Implementation**

|  | SA (%) | A (%) | N (%) | D (%) | SD (%) | Mean Score | CV    |
|--|--------|-------|-------|-------|--------|------------|-------|
| Employees are motivated by the leaders to strive towards full implementation of the strategic plan | 4.2    | 5.5   | 15.2  | 64.1  | 11     | 3.9        | 24.63 |
| Leaders encourage employees to participate in strategic plan implementation                        | 2.6    | 6.1   | 17.5  | 61.2  | 12.6   | 3.6        | 30.35 |
| Leaders are fair to all in the implantation process  | 3.6    | 10.04 | 14.2  | 53.4  | 18.4   | 2.8        | 28.35 |
| Leaders delegate roles in implementation of strategies   | 5.5    | 6.8   | 13.3  | 61.8  | 12.6   | 3.5        | 26.13 |
| Leaders develop employees towards implementation of the strategic plans                            | 6.1    | 6.8   | 18.8  | 57.3  | 11     | 3.7        | 27.33 |
| Leaders reward employees who perform better during the implementation of strategic plans           | 7.8    | 3.6   | 14.2  | 61.2  | 13.3   | 3.6        | 28.00 |

**Source: Primary Data**

From the Table 4.3, 64.1% of the employees disagreed with the statement that employees were motivated by the leaders to strive towards full implementation of the strategic plan. The mean value for the responses was (M=3.9). As to whether the leaders encouraged employee to participate in strategic plan implementation, about 61.2% disagreed with about 17% remaining neutral in their response. The mean value for the responses on participation was (M=3.6).

The respondents were also asked to indicate their levels of agreement as to whether the leaders were fair to all in the implementation of the strategic plans. About 53.4% indicated that they disagreed with the statement. Those who agree with the statement were 10% while those who strongly agreed were 3.6%. The statement revealed a mean value of (M=2.8).

The next statement sought to understand the opinion of the respondents on role delegation with respect to implementation of the strategic plans of the organization. About 61.8% disagreed with statement. Those who agreed and strongly agreed were 6.8% and 5.5% respectively (M=3.5). Further, about 57.3% of the employees disagreed with the statement that leaders develop employees towards implementation of the strategic plans (M=3.7).

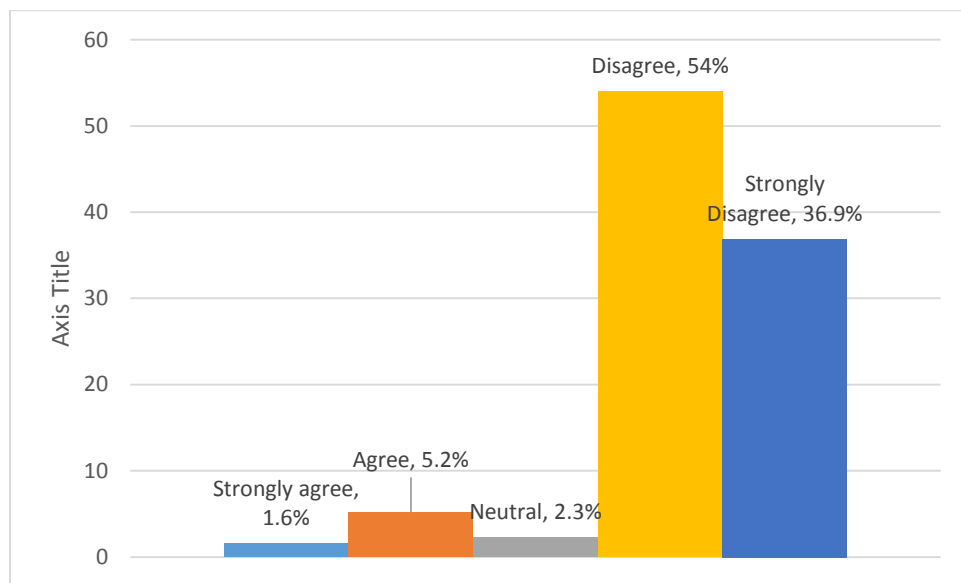
This was also true on whether leaders rewarded employees for their performance in strategic planning where 61.2% disagreed with the statement (M=3.6).

This study therefore reveals that management styles affects implementation of strategic plans of the organization. The mean values  $>3.5$  indicated Disagreement with the statements on employee motivation, encouragement, delegation and reward. However, respondents were neutral on the statement requiring them to indicate whether the managers were fair to all employees (M $<3.5$ ). Overall, the results indicate that most employees indicated that management styles influence implementation of strategic plans in the organization.

From these study findings, it could be reasoned that poor implementation of strategic plans within the organization could be as a result of ineffective leadership styles. In a study conducted by Thompson and Strickland (2003), attributes of effective leadership include staying on top of what is happening through close monitoring, promoting a culture of mobilizing employees and motivating them to high performance levels, keeping the organization responsive to changing conditions (learning organization), exercising ethical leadership which seems to be a challenge in the organization. Thompson and Strickland (2003) also advocate strong leadership as essential for effective implementation of strategic plans.

#### 4.4 Resource Allocation and Strategic Plan Implementation

Implementation of strategic plan require adequate resource allocation. The study investigated resource allocation in the organization with respect to strategic plan implementation. A statement “Adequate resources are allocated for implementation of strategic plans” was posed to the employees. Figure 4.3 below depicts the responses.



**Figure 4.3 Influence of Resource Allocation on Strategic Plan Implementation**

From Figure 4.3, 54% and 36.9% of the respondents disagreed and strongly disagreed with the statement. Those who agreed with the statement were 5.2%. The key informant interviews with the managers also revealed that resource allocation for strategic plan implementation was also a challenge in the organization. One of the managers stated that

*“Running an organization like this with wider expectations from the public against the backdrop of poor funding from the central government presents a challenge in prioritization. When we get funds, we direct them to projects with direct benefits to the farmers...”*

Specifically, a series of linkert scale statements on funding for strategic plan implementation were posed to the respondents. Table 4.4 below represents the responses obtained.

**Table 4.4 Influence of Resource Allocation on Strategic Plan Implementation**

|  | <b>SA</b><br><b>(%)</b> | <b>A</b><br><b>(%)</b> | <b>N</b><br><b>(%)</b> | <b>D</b><br><b>(%)</b> | <b>SD</b><br><b>(%)</b> | <b>Mean</b><br><b>Score</b> | <b>CV</b> |
|--|-------------------------|------------------------|------------------------|------------------------|-------------------------|-----------------------------|-----------|
| Funding is dictated by the nature of projects                          | 43.7                    | 32.7                   | 10                     | 9.4                    | 4.2                     | 2.3                         | 56.05     |
| Funding slows implementation of strategic plans                        | 41.7                    | 36.6                   | 2.9                    | 10.4                   | 8.4                     | 2.2                         | 66.59     |
| Accessibility of resources influence implementation of strategic plans | 43                      | 39.2                   | 3.6                    | 11                     | 3.2                     | 2.3                         | 55.44     |
| there is enough funding for implementation of strategic plans          | 7.1                     | 25.2                   | 2.3                    | 51.5                   | 13.9                    | 3.6                         | 31.60     |
| Employees participate in resource allocation for implementation        | 2.6                     | 8.4                    | 2.9                    | 57                     | 22.3                    | 3.5                         | 23.41     |

**Source: Primary Data**

The employees strongly agreed with the statements that funding is dictated by the nature of the project (43.7%, M=2.2), that funding slows implementation of strategic plan (41.7%, M=2.2) and that accessibility of resources influence implementation of strategic plans (43.0%, M=2.3). On the other hand, they disagreed with the statements that employees participate in resource allocation for implementation of strategic plan (57.0%, M=3.5), that there is enough funding for implementation of strategic plans in the organization (51.5%, M=3.6).

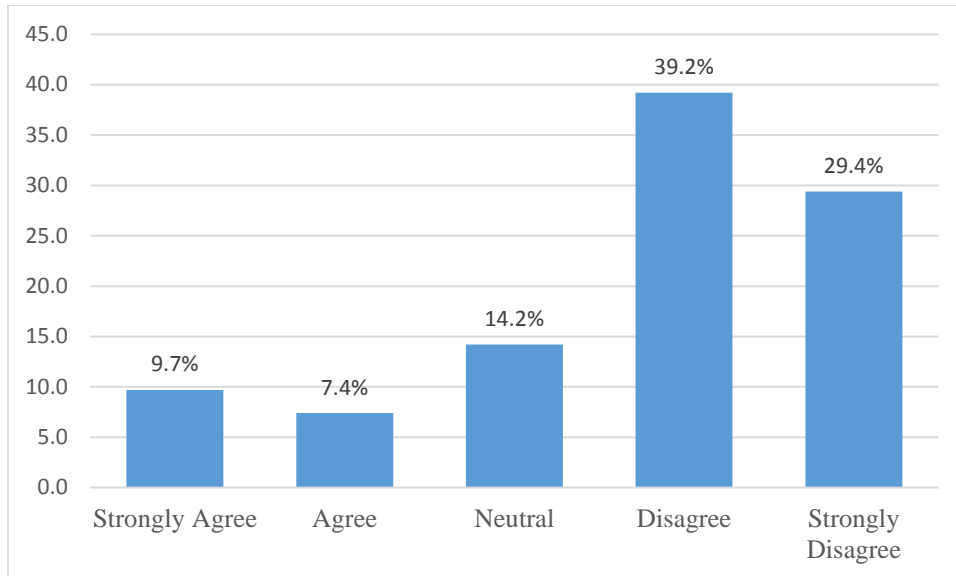
The findings of the study reveal that there is poor allocation of resources for implementation of strategic plans in KTDA. Most employees agreed that resource

allocation in the organization is dictated by the nature of projects and that financing slows implementation of the organization's strategic plan. Further, the results indicate that accessibility of resources in the organization influence strategic implementation. While this is the case, most employees, indicated that they were not involved in resource allocation for strategic plan implementation. With the poor implementation of strategic planning by KTDA as revealed in the earlier sections of this study, it could be reasoned that poor allocation of resources influenced implementation of strategic plan in KTDA.

According to McCarthy et al (1986), every organization has limits which are sometimes severe on its resources. Such resources might include the number and quality of key personnel, the amount of capital, the physical production capacity, or the adaptability of its social structure. Content analysis of the strategic plan document of the organization however revealed a large number of personnel employed by the organization for its various sectors. However, as noted by McCarthy et al (1986), the challenging issue in most organizations is how to use these resources to the best advantage. It is thus possible to infer that poor resource allocation influence implementation of strategic plan by KTDA.

#### **4.5 Employee Attitudes and Implementation of Strategic Plan**

Employee attitude refers to held perceptions, knowledge and opinion on set tasks, structures or organizational goals (Pauwe & Richardson, 1997). The study investigated the effects of employee attitude on implementation of strategic plans. The employees were asked to indicate their opinion on the influence of employee attitude on implementation of the organization's strategic plan. Figure 4.4 summarizes responses of the employees.



**Figure 4.4 Employee Attitude towards Implementation of Strategic Plans.**

As depicted in Figure 4.5, 39.2% and 29.4% of the employees disagreed and strongly disagreed respectively that that employees had positive attitudes towards implementation of the strategic plans. Those who agreed with the statement were only 7.4% while those who strongly agreed were 9.7%.

Employee attitudes was also explored with the managers in the key informant interviews. While it emerged that the managers had a sense of ownership of the strategic plans and thus positive attitudes towards its implementation, they mostly expressed mixed reactions towards employee attitude. One of the informants stated that;

*“An organization like ours cannot perform its mandate without proper strategic planning and implementation. While from the management perspective, our strategic plan is straight forwards and is entirely implementable. However, most of the employees here are yet to appreciate the role of strategic planning in organizational growth”*

Further, employee attitudes were explored through likert scale statements. The statements were designed to investigate specific aspects of strategic plan implementation and employees' attitudes. The relevant results are summarized in Table 4.5;

**Table 4.5 Employee Attitude towards Strategic Plan Implementation.**

|  | SA (%) | A (%) | N (%) | D (%) | SD (%) | Mean Score | CV    |
|--|--------|-------|-------|-------|--------|------------|-------|
| Employees easily embrace changes as laid down by strategic plans                       | 9.4    | 10.7  | 6.1   | 48.2  | 25.6   | 3.7        | 33.14 |
| The strategic plans are ambiguous  | 39.5   | 41.4  | 3.2   | 5.25  | 10.7   | 2.1        | 60.17 |
| The strategic plans are difficult to implement   | 31.4   | 45.3  | 3.9   | 6.1   | 13.3   | 2.2        | 59.92 |
| The plans are for administrative goals   | 33.7   | 39.8  | 6.8   | 14.2  | 5.5    | 2.2        | 54.57 |
| The employees have a clear understanding that plans are good for organizational growth | 1.9    | 9.7   | 28.5  | 32    | 27.8   | 3.7        | 27.86 |
| The implementation period for the strategic plans are too short                        | 25.2   | 35.9  | 24.3  | 10.4  | 4.2    | 2.3        | 47.37 |

**Source: Primary Data**

As to whether employees easily embraced changes as laid down by the strategic plan, the results as displayed in Table 4.5. From the Table, 48.2% of the employees disagreed with the statement. Another 25.6% strongly disagreed with the statement. The responses revealed a mean value of (M=3.7). On the statement that the strategic plans are ambiguous, 41.4% and 39.5% agreed and strongly agreed respectively (M=2.1). On the implementation period, 35.9% and 25.2% of the employees agreed and strongly agreed respectively that the implementation period was short (M=2.3). About 32% and 27.8% of the employees also disagreed and strongly disagreed respectively that they understood strategic plans clearly as for organizational growth (M=2.2). However, they agreed (39.8%), strongly agreed (33.7%) that strategic plans are for administrative goals (M=2.2).

The findings, based on the mean score values, indicate a general negative attitude of employees towards implementation of the strategic plans of the organization. Previous



studies conducted by Vakola, Tsaousis and Nikolaou (2004) indicated that employee attitude is very vital in st

ategic plan implementation. The present study identified ambiguity, lack of involvement, lack of understanding of the role of the plan and employee alienation as some of the factors contributing to the negative attitude towards strategic implementation. As noted by Vakola, Tsaousis and Nikolaou (2004), several factors may influence attitude of employees.

## **CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Introduction**

This chapter presents a summary of the study findings. The conclusions of the study are also given as drawn from the study of the findings. Lastly, the chapter gives recommendations drawn from the findings.

### **5.2 Summary**

The overall objective of the study was to establish the influence of leadership styles, resource allocation and employee attitude on implementation of strategic plan in KTDA. Specifically, the study aimed at determining the influence of leadership style on implementation of strategic plan in KTDA, influence of resource allocation on implementation of strategic plan in KTDA and the influence of employee attitude on implementation of strategic plan in KTDA. The study sampled 322 employees and 12 managers but managed to collect data from a total of 309 employees and 8 managers (95% return rate). Demographically, the study participants comprised 67% males and 33% females. Majority were diploma holders and had between 6 and 10 years of work experiences.

#### **5.2.1 Leadership Style and Strategic Plan Implementation**

To investigate the above objective, the study sought to investigate the influence of leadership styles on implementation of strategic plan in KTDA. Most of the respondents indicated that employees were not motivated by the leaders to strive towards full

implementation of the strategic plan, that leaders did not encourage employees to participate in strategic plan implementation and that leaders were not fair to all in the implementation of the strategic plans. Further, the respondents indicated that roles were not effectively delegated to employee for implementation of strategic plan, that leaders did not develop employees towards implementation of the strategic plans and that employees were not rewarded for their performance in strategic plan implementation.

### **5.2.3 Resource Allocation and Implementation of Strategic Plans**

The study sought to investigate influence of resource allocation on implementation of strategic plans in KTDA. It was apparent that resource allocation was a challenge to implementation of the strategic plan. Majority of the sampled respondents indicated that resource allocation in the organization was dictated by the nature of the project and that implementation of strategic plan was not prioritized. They also indicated that resource allocation slowed implementation of strategic plan and that accessibility of resources influenced implementation of strategic plans. Further, the respondents indicated that employees did not adequately participate in resource allocation for implementation of strategic plan and that there was inadequate resource allocation for implementation of strategic plans.

### **5.2.4 Employee Attitude and Strategic Plan Implementation**

The study sought to establish the influence of employee attitude on strategic plan implementation by KTDA. It was apparent that both managers and employees perceived attitude to be affecting strategic plan implementation. The study established that employees did not easily embrace changes as laid down by the strategic plan that the strategic plans were ambiguous and difficult to implement. Further, respondents indicated that strategic

plan implementation period was short. Finally, the respondents indicated that the strategic plans are only implemented to achieve administrative goals. The findings indicate negative attitude towards the strategic plan implementation.

### **5.3 Conclusions**

Following the results of the study, it can therefore be concluded that leadership styles employed by the managers were perceived to be negatively influencing strategic plan implementation. It can also be concluded that inadequate resource allocation for affects implementation of strategic plans. The study also concludes that employees had negative attitude towards strategic plan implementation. They also indicated that such attitude influenced implementation of the plan. Among the variables investigated, attitude revealed highest average C.V of 47.17, followed by resource allocation, 46.618 and leadership, 27.465. This indicates that attitude highly influenced implementation of strategic plan in KTDA.

### **5.4 Recommendations**

The results of this study show poor implementation of strategic plan by KTDA. The study therefore recommends a policy framework by the central government of Kenya to ensure accurate planning for better funding and implementation of strategies. The study also recommends staff development initiatives for all the staff members working at KTDA.

Methodologically, the study recommends similar studies in different parastatals and organization. Such studies could aim for a deeper understanding of specific issues

influencing resource allocation, employee attitude and leadership styles employed by similar organizations.

For practice, more information could be passed to managers in similar organizations to ensure compliance to strategic plan implementation. Such information should include strategies of addressing underlying issues influencing strategic plan implementation such as resource allocation, attitude and leadership. This would ensure proper implementation of the strategic plans.

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## APPENDICES

### Appendix I: Introduction Letter

P.O BOX 110 10106,  
Othaya  
[gracewangui82@gmail.com](mailto:gracewangui82@gmail.com)  
[il.com](http://il.com)  
0724895325

To The Head of Training  
Kenya Tea Development Agency  
P.O BOX 30213-00100  
Nairobi, Kenya

Dear Sir,

**RE: REQUEST FOR MBA RESEARCH DATA COLLECTION AT KENYA TEA DEVELOPMENT AGENCIES LIMITED.**

My name is Grace Wangui an MBA student at the University of Nairobi. As part of the MBA assessment course. I am expected to carry out a research project paper and present it on a practical managerial issue in the country. The University approved the proposal project on; Challenges faced by Kenya Tea Development Agencies in Strategy Implementation. I had earlier written to you the statement of interest.

I am requesting your permission to undertake the exercise from 25<sup>th</sup> September 2017. Would wish to administer Interview Guide to the following senior Management; The chairman of the Board, The Group C.E.O, Director Finance & Strategy, General Manager Operations, General Manager HR and Admin, Head of Enterprise Risk Management, Head of Procurement and General Manager IT .

The interview guide has open ended questions mainly on influence of leadership styles, resource allocation and employee attitudes on implementation of strategic plan in Kenya Tea Development Agency (KTDA). Find enclosed the University Introduction Letter and the interview guide with the list of questions. Thank you for your consideration.

Yours Faithfully,

Grace.

## Appendix II: Questionnaire

### Employee questionnaire

Questionnaire serial No.: -----

Interviewer Name \_\_\_\_\_

Date \_\_\_\_\_

Start Time \_\_\_\_\_

Finish Time \_\_\_\_\_

#### **Informed consent (to be read to the respondent)**

Hello, my name is (first *name of interviewer*) \_\_\_\_\_ I am assisting in conducting a study on 'influence of leadership styles, resource allocation and employee attitudes on implementation of strategic plan in Kenya Tea Development Agency (KTDA) on behalf of Ms. Grace Muthoni Wangui, a Masters Candidate the University of Nairobi.

The survey is estimated to take approximately 25 minutes. Your answers will not be released to anyone and will remain anonymous. This means we will speak in private and your name will not be written on the questionnaire or be kept in any other records. Your participation and responses are voluntary, and you can choose not to answer questions you do not wish to and you can stop the conversation at any time. We do hope you will participate in this survey, however, as your views and opinions are important to us.

Would you like to participate and before we start, do you have any questions or need clarification on anything?

*The respondent has agreed to participate and has given verbal informed consent*

Interviewer signature \_\_\_\_\_

Date \_\_\_\_\_

Post Interview (Official use)

Quality Check \_\_\_\_\_ Date \_\_\_\_\_

| <b>Section I: Demographic Characteristics</b>                          |  |  |
|--|--|--|
| 101  | Gender( Observe, do not ask)   | 1. Male<br>2. Female   |
| 102  | For how long have you served in this organization  | 1. 0-5 years<br>2. 6-10 years<br>3. More than 10 years                             |
| 103  | What is your level of education?   | 1. Diploma Holder<br>2. Bachelor's degree<br>3. Post graduate degree               |
| <b>Strategic plan implementation</b>                                   |  |  |
|  | What in your opinion is the extent of implementation of the organization's strategic plan          | 1. Poor<br>2. Below average<br>3. Average<br>4. Good<br>5. Very Good               |
| <b>Section II: Leadership styles and strategic plan implementation</b> |  |  |
| <i>Instructions: Mark your response by circling it</i>                 |  |  |
| 201  | Management styles affect implementation of strategic plans of KTDA                                 | 1. Strongly Disagree<br>2. Disagree<br>3. Neutral<br>4. Agree<br>5. Strongly Agree |
| 202  | Employees are motivated by the leaders to strive towards full implementation of the strategic plan | 1. Strongly Disagree<br>2. Disagree<br>3. Neutral<br>4. Agree<br>5. Strongly Agree |
| 203  | Leaders encourage employees to participate in strategic plan implementation                        | 1. Strongly Disagree<br>2. Disagree<br>3. Neutral<br>4. Agree<br>5. Strongly Agree |
| 204  | Leaders are fair to all in the implantation process  | 1. Strongly Disagree<br>2. Disagree<br>3. Neutral<br>4. Agree<br>5. Strongly Agree |
| 205  | Leaders delegate roles in implementation of strategies   | 1. Strongly Disagree<br>2. Disagree<br>3. Neutral<br>4. Agree                      |

|   |  |   |  |
|---|--|---|--|
|   |  | 5. Strongly Agree   |  |
| 206   | Leaders develop employees towards implementation of the strategic plans                  | 1. Strongly Disagree<br>2. Disagree<br>3. Neutral<br>4. Agree<br>5. Strongly Agree    |  |
| 207   | Leaders reward employees who perform better during the implementation of strategic plans | 1. Strongly Disagree<br>2. Disagree<br>3. Neutral<br>4. Agree<br>5. Strongly Agree    |  |
| <b>Section III: Resource allocation and strategic plan implementation</b> |  |   |  |
| 301   | Adequate resources are allocated for implementation of strategic plans                   | 1. Strongly Disagree<br>2. Disagree<br>3. No Opinion<br>4. Agree<br>5. Strongly Agree |  |
| 302   | Funding is dictated by the nature of projects  | 1. Strongly Disagree<br>2. Disagree<br>3. No Opinion<br>4. Agree<br>5. Strongly Agree |  |
| 303   | Funding slows implementation of strategic plans  | 1. Strongly Disagree<br>2. Disagree<br>3. No Opinion<br>4. Agree<br>5. Strongly Agree |  |
| 304   | there is enough funding for implementation of strategic plans                            | 1. Strongly Disagree<br>2. Disagree<br>3. No Opinion<br>4. Agree<br>5. Strongly Agree |  |
| 305   | Employees participate in resource allocation for implementation                          | 1. Strongly Disagree<br>2. Disagree<br>3. No Opinion<br>4. Agree<br>5. Strongly Agree |  |
| <b>Section IV: Employee attitude and strategic plan implementation</b>    |  |   |  |
| 401   | Employee attitude affect implementation of strategic plan                                | 1. Strongly Disagree<br>2. Disagree<br>3. No Opinion<br>4. Agree<br>5. Strongly Agree |  |
| 402   | Employees easily embrace changes as laid down by strategic plans                         | 1. Strongly Disagree<br>2. Disagree   |  |

|     |  |  |  |
|-----|--|--|--|
|     |  | 3. No Opinion<br>4. Agree<br>5. Strongly Agree   |  |
| 403 | The strategic plans are ambiguous  | 1. Strongly Disagree<br>2. Disagree<br>3. No Opinion<br>4. Agree<br>5. Strongly Agree    |  |
| 404 | The strategic plans are difficult to implement   | 1. Strongly Disagree<br>2. Disagree<br>3. No Opinion<br>4. Agree<br>5. Strongly Agree    |  |
| 405 | The plans are for administrative goals   | 1. 1. Strongly Disagree<br>2. Disagree<br>3. No Opinion<br>4. Agree<br>5. Strongly Agree |  |
| 406 | The employees have a clear understanding that plans are good for organizational growth | 1. 1. Strongly Disagree<br>2. Disagree<br>3. No Opinion<br>4. Agree<br>5. Strongly Agree |  |
| 407 | The implementation period for the strategic plans are too short                        | 1. 1. Strongly Disagree<br>2. Disagree<br>3. No Opinion<br>4. Agree<br>5. Strongly Agree |  |

**Thanks for your time**



### **Appendix III: Interview Guide**

1. What are the key objectives of the Strategic Plan 2013 to 2017? What are the main key role you play to ensure the objectives are achieved?
2. How was the strategic plan formulated?
3. Did the strategic plan face any setbacks during formulation and were there changes that needed to be effected in the organization for it to implement the objectives and how did you solve them?
4. Which action plans have you put in place to ensure that the strategic plan is in line with your vision and mission?
5. In line with your objectives of the strategic plan what action plans do you have to implement the strategies?
6. With the many department of KTDA are the objectives of the strategic plan general or specific and are they according to the different zones?
7. If the objectives are specific, are all the department playing their roles to ensure achievement of the objectives?
8. Which key competencies were required from all the stakeholders to implement the strategies?
9. Did you retain the old employees or you hired new ones to achieve the objectives?
10. How do you ensure that all the employees and stakeholders remain focused to the objectives and how do you motivate the employees?
11. How is employee approach to the implementation process?
12. How are you able to ensure there is effective communication to all departments?
13. Does the leadership structure support the implementation of the strategy?
14. Is there any mismanagement of funds in the process of strategic plan implementation? And if any how do you handle them?
15. Do you have a reward policy system to motivate those who achieve the set targets especially on the implementation process of the strategy?
16. Comment on the various challenges that may have been faced on each of the following during strategy Implementation.

Resources

Leadership

Culture

Policies

Structure

What actions have you put in place to deal with each of these challenges?

What is your general comment on strategy management Implementation challenges in the?

KTDA