FACTORS INFLUENCING IMPLEMENTATION OF STRATEGIC PLANS IN MANUFACTURING INDUSTRIES IN KENYA: A CASE STUDY OF EQUITORIAL NUT PROCESSORS LIMITED IN MURANG’A COUNTY

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A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF MANAGEMENT AND LEADERSHIP IN PARTIAL FULFILLMENT OF REQUIREMENT FOR THE AWARD OF THE DEGREE IN MANAGEMENT AND LEADERSHIP OF MANAGEMENT UNIVERSITY OF AFRICA

SEPTEMBER, 2018
DECLARATION

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

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DEDICATION
This research project is dedicated to my husband Joram Kiarie Njuguna and our son Peter Njuguna who have been very supportive during the project writing period.
ACKNOWLEDGEMENT

My acknowledgement, first, goes to my supervisor Ms. Bernadette Mutinda for guiding me through the entire period enriching the project with expert knowledge and wise counsel. Thank you for taking me through the project step by step. I would like to acknowledge my various lecturers in the Management University of Africa who have enabled me to gain the necessary knowledge that I applied in the course of writing my project. My sincere gratitude to colleagues and fellow students whose cooperation and participation in this project made it successful.
ABSTRACT
The study aimed at assessing the factors influencing strategic plans implementation in manufacturing industries in Kenya, a case study of Equatorial Nut Processors Limited in Murang’a County. Despite extensive research on the concept of strategic plans, there was a need for more research on the factors influencing strategic plans implementation in manufacturing industries. Thus, the study aimed at assessing these factors, with a view of making recommendations which can be used to improve implementation of strategic plans in manufacturing industries. The specific objectives were to establish how staff competencies, organization structure, availability of resources, management style and culture affect successful strategic plans implementation. The researcher used cross-sectional survey design to collect and analyze data. The target population was the management and staff of Equatorial Nut Processors Limited in Murang’a County. A sample of respondents was obtained through both proportionate and stratified random sampling method. Primary data was collected using questionnaires while secondary data was generated from records, books, journals, published and unpublished research materials using thematic analysis. Qualitative data was analyzed thematically while descriptive statistics which included frequencies, percentages and modes was used to analyze quantitative data using SPSS programme. In its findings, the study established that staff competencies, organizational structure, availability of resources, management style and culture greatly influence the implementation of strategic plans in manufacturing industries. The study recommended frequent training for all staff, digitization of human resource, enhancement of participatory management and a flexible organization structure in manufacturing industries. The study will be important to policy makers, practitioners and stakeholders in manufacturing industries as will be guided by the suggested improvements.
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ACRONYMS AND ABBREVIATIONS

SEPs: Strategic Success Positions.
USA: United States of America.
CDs: Compact Discs
LMS: Learning Management System.
HR: Human Resource
OPERATIONAL DEFINITION OF TERMS

Strategic plans: They are laid down courses of actions or steps to be taken by an organization to achieve its goals or objectives (Lynch & Baines, 2013).

Manufacturing: It refers to the conversion of raw materials into consumables ((Martins, 2013).

Implementation: It refers to the execution of laid down plans or putting the plans into practical or active use (Higgins, 2005).

Management: Management refers to the board, system or committee of individuals that is mandated to lead an organization in achieving its goals (Lynch & Baines, 2013).
CHAPTER ONE
INTRODUCTION

1.0: Introduction
The chapter covers background of the study on the factors influencing strategic plans implementation in manufacturing industries, statement of the problem, study objectives, research questions, significance of the study, limitation and scope of the study.

1.1: Background
Strategic management refers to both the formulation and implementation of goals and initiatives taken by top management of a company on behalf of the company owners. This formulation and implementation is, largely, based on resources and assessment of both the internal and external environments in which the organization competes (Kvint, 2013). The concept of strategic management provides overall direction to the enterprise and involves specifying the objectives of the organization, development of policies and plans designed to achieve these objectives. It also involves resource allocation to implement the plans. Strategic management is not static in nature and its models often include a feedback loop to monitor execution and inform the next round of planning. One of the models of strategic management is the Porter’s model. In this model, there are three principles underlying strategy. These includes creating a unique and valuable position, making trade-offs by choosing what not to do and creating a fit by aligning the activities of an organization with one another to support the strategy that is chosen (Kvint, 2013).

Strategy implementation, on the other hand, is the organization of the resources of an organization and motivation of staff to achieve the objectives of the organization (Muchira, 2013). Strategy implementation is directly linked to organizational performance. Organizational performance is the measure of standard or prescribed indicators of effectiveness, efficiency, and environmental responsibility. This includes, cycle time, productivity, waste reduction and regulatory compliance. In a study done by Muchira (2013) on the effect of strategy implementation on organizational performance, it was clear that strategy implementation influences organization in a number of ways. On financial performance, for example, the study established that strategy implementation
influence organization financial performance positively. The study concluded that strategy implementation influences organization financial performance positively to a great extent resulting to increased organization profitability, business turnover and volumes of sale. On organization growth the study established that strategy implementation influence organization growth at great extent-about 65% (Muchira, 2013).

In his study, Mungai (2015) established that the most significant factors affecting implementation of strategic plans in an organization are resource allocation, organizational structures and communication. According to Mungai (2015), organizations need to mobilize more resources and devote them to the implementation of the strategic plans. In addition, the government should increase its budgetary allocation to enterprises so as to boast their activities financially. In terms of organizational structure as a factor, there is a need to review and re-design the existing organizational structure. Finally, management of organizations needs to enhance the communication channels and makes a consulted effort of updating all employees on the various stages of implementation. Training of all the staff on the various strategic plans is however necessary to ensure they are conversant on the contents and mode of the implementation. This will translate to effective and efficient service delivery in the long run (Mungai, 2015).

According to Horvits (2005), in the journal “Seven Secrets of Service Strategies”, strategic planning is a global concept. In other words, it is practiced internationally, regionally and locally. The Harvard business school is a perfect example of strategic planning globally. Its policy model was developed and taught from time immemorial to its students. The SWOT analysis or the systematic assessment of strengths, weaknesses, opportunities and threats was developed by the Harvard policy model. Strategic planning is a standard management tool in almost every industry in sub-Saharan Africa. It has become a private sector undertaking in both the developed states and the developing countries worldwide. However, the public sector has steadily emerged and embraced strategic planning as reformers expressed their desire to run government more like a business. Oregon and Texas in the United States of America are some of the world
pioneering states that took a strategic approach to public sector planning. This was with the passage of the Government Performance and Results Act (GPRA) of 1993.

In the USA, all federal state are required to write a strategic plan that includes the mission statement, outcome based goals, description of how goals will be achieved, resources needed and how objectives will link to performance plans. This strategic plan also includes a list of external influences on evaluation schedule of the goals programme. All federal agencies are required by the GPRA bill to write an annual performance plan and submit an annual performance report every year. This report assists in comparing actual to planned levels of performance (Arabia, 2002). In another example of implementation of strategic plans, the product-market growth by Igor and Soff (2003) is widely used by international companies. The products portfolio model, or the matrix, revolves around the inter-relationship between the shares of the market and the growth of the market. This is widespread in developed states. The Business Strategy model known as Porter’s five forces analysis was developed by Micheal porter. The five forces in this model include; bargaining power of suppliers, bargaining power of customs, threat of new entrant, threat of substitute products and competitive rivalry within an industry (Williams, 1984).

Regionally, a study on the impact of structure on strategy implementation among telecommunication firms in Nigeria conducted by Akpan and Waribugo (2016) established that specialized structure boosts implementation of strategy. On the other hand, centralized structure diminishes implementation of strategy in such firms. Another study conducted by Aseffa (2015) on strategy management culture in Ethiopian Sugar Corporation revealed five factors for successful implementation of strategies. These factors include human resources, leadership, technology, organization structure and information systems.

1.1.2: Equatorial Nut Processors
Equatorial nut processors was formed in 1994 and it has grown over the years to occupy a prominent position in the East Africa region nut sector. It is a registered company established under Companies Act No. 17 of 2015 Laws of Kenya. It was placed at number one nationally by a survey conducted by Delloite on the most improved agro-
related manufacturing enterprise in Kenya in 2015. Its processing plants are situated in Murang’a County with both permanent and casual employees. Casual employees are engaged during the high season which is normally between the months of March and August every year. Initially, the company was operating under loss. This was due to poor infiltration of local and international markets and also competition from well-established international companies providing cheap imports of the same brand. However, this trend improved with time.

In the past five years for instance, it was able to post a positive growth in the pre-tax profit. The products and services offered by the company include macadamia nuts and seedlings, peanuts or groundnuts. The company has further enhanced its domestic activities. Within the same retail outlets, Equatorial Nut Processors distributes energy drinks and is exploring new options in the production of potato crisps and other foods. It used to manufacture charcoal from macadamia peels but that was halted after environmental concerns were raised by locals surrounding the company. For its finances, the company relies heavily on loans and grants from Rabo Bank and Equity Bank Kenya whose directors are also shareholders of the company.

1.2: Statement of the problem

In Kenya, a number of studies have been conducted on factors affecting implementation of strategic plans. Previous studies conducted by Madegwa (2014); Mukhalasie (2014); and Schaap (2015), emphasized on the development of a sound strategy. Such a development would then be followed by a re-organization of the structure, systems, leadership behaviour, policies of human resource, values, culture and a company’s management procedures. Such ensures successful implementation of strategy. According to a study done by Martins (2013) on the determinants of implementation of strategic plans in public parastatals in Kenya, companies have the awareness of the importance of proper development of strategy. Such companies can refer to lots of appropriate methodologies that include Hamel’s and Prahalad’s model on future-oriented development. Other methodologies include Porter’s Five Forces and generic strategy types or Puempin’s Strategic Success Positions or SEPS.
A similar study include one done by Wambua (2011) on implementation of strategic plans in Unilever industry, Nairobi, that depicts that one in every four manufacturing industries -which represents 25% - involves all the staff in the implementation and formulation of strategic plans. However, limited research has been done on factors influencing strategic plans implementation in manufacturing industries in Kenya. This is despite the fact that the manufacturing industry is facing a continuous process of change globally. This study is different from Wambua (2011) by scope and Martins (2013) by focus. At the Equatorial Nut Processors Limited, implementation of strategic plans has been marred with enormous challenges hence derailing the organization’s agenda to implement strategic change. The study, therefore, sought to assess the factors influencing strategic plans implementation in the manufacturing industry, specifically Equatorial Nut Processors.

1.3: Objectives
The general objective of the study was to assess the factors influencing strategic plans implementation in manufacturing industries, a case study of Equatorial Nut Processors Limited in Murang’a County.

1.3.1: Specific objectives
i. To establish how staff competencies influence strategic plans implementation.
ii. To determine how organization structure affects strategic plans implementation.
iii. To establish how availability of resources affects implementation of strategic plans.
iv. To identify how management style influences implementation of strategic plans.
v. To establish how culture influences strategic plans implementation.

1.4: Research Questions
i. How do staff competencies affect implementation of strategic plans?
ii. How does organization structure affect implementation of strategic plans?
iii. How does availability of resources affect implementation of strategic plans?
iv. How does management style affect implementation of strategic plans?
v. How does culture affect implementation of strategic plans?

1.5: Justification or Significance of the Study
Due to rampant use of strategic plans in various organizations, there is need to support and embrace the same in the manufacturing industries. It is important to carry out this with an aim of enhancing implementation of strategic plans in all industries. Results of this study will therefore be important to the following groups.

This study will be useful to the manufacturing industry in its implementation of the system as guided by the suggested improvements. In this case, the study will encourage manufacturing industries endeavour to embrace participatory strategic plan formulation which will result in the implementation of effective strategic plans. The research will benefit future scholars and researchers as a source of reference. They can use the study as their secondary data and they can identify an information gap that requires further research. The study will enable the stakeholders to understand and appreciate the objectives of the strategic plans and the need to embrace them in daily operations. Here, the study will enlighten stakeholders on the objectives of strategic plans and how to operationalize them.

1.6: Scope
The study sought to assess strategic plans implementation in manufacturing industries. The study was done in Equatorial Nut Processors Limited in Murang’a County. There are 400 employees in this organization. These are categorized as 190 packers, 178 sorters/ graders, 20 inspectors and 12 managers. A sample of 46 respondents was obtained and it took the researchers two weeks for data collection. The study was conducted within a duration of three months, that is March, April and May, 2018.

1.7: Chapter Summary
The chapter covered the background of the study, statement of the problem, objectives of the study, research questions, significance of the study, limitation and scope of the study.
CHAPTER TWO
LITERATURE REVIEW

2.0: Introduction
This chapter covers a review of literature related to the topic under study as articulated by various researchers, scholars, and authors. The researcher drew material from books and journal articles which were closely related to the objectives and the theme of the study. Also included in the chapter are a theoretical framework and a conceptual framework for the study.

2.1: Theoretical Literature Review
A number of studies have focused on explaining strategy implementation and the factors affecting it. Various authors and scholars have discussed the aspects of strategic implementation and related ideologies under different places and contexts. Their varying attitudes and opinions have been looked at under diverse theoretical frameworks. This section will present the theories that the researcher intends to use in this study and their linkages to the research questions. The theoretical literature review draws on the Higgin’s Eight (8) S Model and other competitive advantage and strategy theories namely resource-based view and industrial organization theory. According to Mashhadi, Mohajeri and Nayeri (2015), theories and practices in business strategy development offers a foundation for innovative approaches to development of strategies. However, they fail to address the needs of comprehensive planning in the manufacturing sector.

2.1.1: The Higgins’s Eight (8) S Model
According to the proponent of this model, the executive of any organization must align the cross functional factors of organization with the new strategy so that the strategy opted can succeed. These cross functional organizational factors include structure, system and processes, leadership style, staff, resources and shared values (Higgins, 2005). These factors highlighted in the Eight S model are vital for successful strategy implementation. All the factors falling in the contextual Seven S’s have to be aligned to achieve the best possible strategic performance. Organization’s arrows ought to be pointing in the same direction. In other words, they ought to be aligned with one another.
According to Higgins (2005), all the other six contextual S’s ought to point in the similar direction as of the strategy. It is paramount to know and fathom as to what the Eight S’s offer. To begin with, there is strategy and purpose. Strategy refers to the actions that a company plans in response to or in anticipation of changes in its external environment, its customers and its competitors. According to the model, formulation of strategies is done to achieve the purpose of an organization. Any change in strategic purpose leads to change in strategy. Strategic purpose includes strategic intent, vision, mission, focus, goals and strategic objectives. Higgins names four types of strategies. These include corporate, business, functional and process strategies.

In structure, organizational structure is seen dividing the organizations into smaller sections-departments, divisions that is, clustering of tasks and people into smaller groups. In systems and processes, the category system refers to all the procedures, formal and informal, that help the organization to function on a daily basis (Schroander, 2014). In the theory, there is a description of systems and processes. This is through a statement that systems and processes enable an organization to execute daily activities. This element is, hence, about the formal and informal procedures used in an organization to manage systems such as information, planning, budgeting, resource allocation, quality control and reward.

In this theory, style refers to the mode of leadership or management exhibited by leaders or managers when relating to juniors. Proctor, Powell and McMillen (2013) defined strategic leadership as the leader’s ability to anticipate, envision and maintain flexibility. It also entails the ability to empower others to create strategic change as necessary. As far as the element of staff is concerned, the management must settle how many employees are needed and the required background and skills essential to achieve the strategic purpose. This should be done after defining the company’s strategic purpose. Staff covers aspects such as training, career management, and promotion of employees.

In resources, the theory suggests that the management must ensure that an organization has access to sufficient resources toward successful execution of strategy. The element of resources includes people, money, technology and other management systems. In shared
values, it relates to corporate or organizational culture. Therefore, shared values are the values shared by members of an organization making it different from other organizations. This is because a company’s culture acts as kind of organizational glue, thus affecting the degree to which a strategy is implemented successfully (Spaulding, 2015).

The theory states that strategic performance is a derivative of the other seven S’s. It is possessed by an organization as a total or for profit based parts of the whole. Performance can be measured at any level. Measurements of financial performance are critical barometers of strategic performance. An expanded balanced scorecard approach, however, is best. In the present study, strategic performance has been conceptualized as strategy implementation success. Therefore, it is clear that almost everything carried by an organization is tied on the Eight S’s model.

2.1.2: Industrial organization theory
The theory was developed as a consequence of scholars of strategic marketing continuing to emphasize the significant influence of sector structure on the performance of a firm (Bain, 1959 & Porter, 1910). The Porter’s five force model (1980) assists in analyzing the relative effect of each of the five industry level competitive forces. The five competitive forces combined contribute to the intensity of industry and profitability. The stronger the force or forces affecting competition and profitability of industry, the more crucial they are in formulation of strategy (Porter, 1980). Apart from structure as a unit of analysis in this theory, other forces emphasized by the theorist include leadership style, organizational culture and the management skills or expertise. All these units contribute largely to how strategies are both developed and implemented in any organization (Spanos & Lioukas, 2014). This theory is relevant to the study in that it helps form a link between implementation of strategic plans and forces/factors such as structure, organization culture, leadership style and management skills.

2.1.3: The resource based view
This theory identifies the important bundles of resources which are the competitive advantage of a firm (Barney, 1991 & Grant, 1991). According to Grant (1991), these are
resources and capabilities of the firm. The two are part of the five independent variables that the researcher seeks to unravel. As far as answering the research question as to how resources influence the implementation of strategic plans, resources can be looked at as a bundle of assets (Amit & Schoemaker, 2013). Capabilities, on the other hand, refer to the ability to exploit and combine existing resources. According to Lynch & Baines (2013), it is appropriate to utilize the resource based view to guide development and implementation of strategy in manufacturing industries. The resource based view approach can be applied to implementation of strategic plans in these industries.

According to Teece, Pisano and Shuen (1997), both the Industrial Organization and Resource Based View theories should be combined to achieve a complementary approach to development and implementation of strategy. This is despite their differences. Therefore, both of these theories will also assist the researcher greatly in answering the research questions as to how staff competencies, management style, organizational structure, culture and availability of resources affect the implementation of strategic plans in manufacturing industries. This theory is important to the study in that it answers the research question as to how availability of resources influences implementation of strategic plans in manufacturing industries. In this respect, the theory establishes that availability of resources in an organization guides the successful implementation of strategic plans.

2.2: Empirical Literature Review

Several studies have indicated that implementation of a strategy is a difficult task, but nobody really seems to know the true rate of implementation as evidenced in Atieno (2013) and Wyk (2014) among other cited authors in the earlier literature. The difficulty of successfully implementing new business strategies has long been recognized in the literature. Even with all this criticism, strategic management is a widely practiced undertaking within the corporate world and a lot of companies have benefited from its use (Schaap, 2015). Even though, many researchers have studied the strategy implementation process, that is, Spaulding (2015) and Ogonji (2014), there is a given trend where they all embark on their studies using different paths leading to very
differing causations and none has been able to bring together all these factors together in the same document.

Each of the researchers has come up with different models and these models differ in that they provide different paths to achieving successful implementation of the strategies. According to Lim, Huddad and Daugherly (2013), though remarkable progress has been made in the strategic management field, the problem of implementation of strategy failure still persists. It is still therefore important for researchers and practitioners to make this their on-going concern. Most studies treat failure to successfully implement strategies as a failure to succeed or improve performance (Lim et al., 2013). In Kenya, a number of studies have been conducted on implementation of strategic plans. In her study on determinants of implementation of strategic plans in Nakuru municipality, Atieno (2013) suggested overall participation of the staff as a key determinant to successful implementation of strategic plans. Mukhalasie (2014) enumerated factors such as skills, management and coordination of resources. Madegwa (2014) maintained that staff competency has greater impact on the implementation of strategic plans as compared to other factors.

2.2.1: Effect of staff competencies on the implementation of strategic plans

The concept of staff competence was originally invented for two reasons. First, for justifying business diversification at large companies. Secondly, for supporting internal processes such as product development. To ensure successful implementation of strategies, there must be optimally functioning competent staff in order for the right decisions made to be implemented. The organizations that adopt a total quality management philosophy will be better prepared to meet the challenge of competing in the global economic market place (Schaap, 2015).

Training, as a crucial concept in staff competencies, is the process of increasing knowledge and skills for doing a particular job. In this process, a training module is employed. Such provides a system for manufacturing industry to track and administer efforts for employed training and development. The Learning Management System (LMS) allows human resource to tract education, qualification and skills of the
employees. It also helps outline what training course, books, compact disks, web based learning or materials are available to develop which skills (Madegwa, 2014).

Relevant courses are then offered in date specific session with delegates and training resources mapped and managed within the same system. The sophisticated LMS allows managers to approve training budgets and calendars alongside performance management and appraisal metrics. According to Madegwa (2014), in the manufacturing industry training needs analysis or an assessment of employees aimed at determining the gaps in the level of knowledge, skills and attitudes of employees. These training needs can be identified through various types of analysis. A manufacturing industry should study the routine of an organization in terms of resources and objectives.

In a study conducted by Mumbua and Mingaine (2015) on the factors influencing implementation of strategic plans in the Municipal Council of Machakos, Kenya, it was revealed that staff competencies play a crucial role. In this study, the more competent staffs are, the more effective they implement strategic plans in their organization. According to Mutunga (2017), in a study on the challenges faced in effective implementation of strategic plans in non-governmental organizations in Kenya, staff competencies came out as the leading factor in strategy implementation. The study established that incompetent staff derails successful implementation of strategic plans in firms. The two studies differ from the current study in that they focused on different organizations.

2.2.2: Effect of organizational structure on the implementation of strategic plans

The structure of organization is largely influenced by its strategies. There are three factors necessary to distinguish between strategy and structure. These include; setting long and short term goals, finding the path to obtain goals and allocating resources. Structure is the formation of these elements to implementing strategies. In other words, structure consists of corporate hierarchy, division of labour, delegating and communications. Also included are initial information and current issues of the organization (Nyakeriga, 2015).
Strategy implementation process includes planning and budgeting activities. Policies and procedures follow the defined strategy. It also involves some changes in the culture of the organization, structure and managerial system or even a wide general change in all these mentioned fields. After the strategy is approved by top managers, middle managers specifically operate it. This happens unless a wide range of changes were essential to be done in organization. Strategy implementation-sometimes referred to as operational planning-covers all considered as two sides of a coin. Strategy should answer three questions before starting the implementing process. According to Sanchez (2014), these questions include; who will implement the strategic plan? What should they do? And how will they perform it?

General basic policies can be influenced by operational level of organization too. A decision about a desired use of a particular design may also influence the general basic policies. One particular type of departmentalization is used to gain more advantages for an organization. In order to set an adaptive and confronting relationship between structure and strategy, the following points should be considered. First, measuring the adaptability level of structure, second, centralization and decentralization, third, structure and strategy relationship, fourth, corresponding to gain and share informational through the organization and lastly, clarifying the responsibilities (Sanchez, 2014).

Schwaap (2015) assessed the role of organizational structure in successful strategy implementation in Nevada Gaming Industry and established that contrary to the expectations of many business leaders, the degree of organizational structure is in most cases relevant for industrial growth and, when it matters most it is linked to greater economic efficiency. Ogonji (2014) also focused on strategic planning in Non-profit organizations in the United States of America and found out that in most government Non-profit organizations, the structure of any industry has a great impact on the aspect of strategic plan implementation especially if it allows participation of lower cadre staff in the whole process.

Muema (2017) conducted a study on the effect of leadership style and organization structure on strategy implementation in hospitality industry in Safari Park hotel and
Casino in Nairobi, Kenya. In this study, it came out that just like leadership style, the structure of any organization is a contributing factor to successful strategy implementation. According to the study, if the structure of an organization is rigid or closed, implementation of strategic plans becomes a daunting task whereas open structure facilitates smooth implementation of strategy.

2.2.3: How resource strength affects the implementation of strategic plans

Strategy formulation includes articulation of a mission, a set of long term objectives to be achieved within the stated mission and an action plan specifying how the mission and objectives will be realized. To provide or cause to provide enabling environment for industrial investment is a mission common to governments for most countries as far as manufacturing industries are concerned. Resources deployment has to be discussed as early as possible in the whole implementation process. Resources such as financial, personnel and time have to be included in the company’s budget from the beginning (Owino & Alako, 2015).

Mwangi, Oloyo and Simiyu (2015), in their study on implementation of strategic plans in middle level colleges in Thika, Kenya, found out that resources endowments, both natural and human play a significant and deterministic role in the implementation of strategic plans in any organization. Human resource capacity, in particular, has a direct and significant impact on the strategic management of organizations. Therefore, a resource mobilization strategy comprises of the mix of mechanisms the government employs in order to directly finance its own production. It also comprises delivery of an enabling environment for industrial growth in a manner that is efficient, equitable, transparent, sustainable, transparent and improves industrial growth. Some of the direct tools available to the government for resource mobilization for the manufacturing sector are public sector user fees, insurance, tax revenues and donor funding. The government may choose to employ any one or a combination of many to meet its fund requirements. Resource planning is a key determinant of resource strength. Such provides an opportunity to develop planning tools for material based, service only and service plus material strategic plans (Mwangi, Oloyo & Simiyu, 2015).
According to Ochieng, Gakobo and Mwaura (2017) in a study on the effects of resource allocation on strategy implementation at Kenya Police Service in Nairobi County, resource strength contributes greatly to successful implementation of strategic plans. This finding concurs with another study by Ager (2015) on the influence of financial resources on successful implementation of strategic plans in the Ministry of land, housing and urban development in Meru County, Kenya. Both studies prioritized financial resource as the key to successful implementation of strategy in organizations.

2.2.4: How management style affects strategic plans implementation.

An effective management style is the role of strategic planners. This is in such a way as to lead the organization to use growth opportunities. Strategic planners contribute an important role in growing inner capabilities and promoting entrepreneurship. Therefore, their priorities are motivating people and developing key employees’ skills. Creating opportunities for employees to participate effectively is the basic challenge for managers whereas strategy is a choice. This should not be under the whole duties coverage. Strategic planners should know how to concentrate on commercial opportunities which are neglected by others in performing their roles. They should also know how to concentrate on commercial opportunities which are neglected by others in performing their roles. They should also be aware of how to utilize opportunities effectively along with emphasis on sensitivity and empowering human resources (Schroander, 2014).

Such require flexibility, flating hierarchical organizational structure, frequently changing and the habit of working with a certain amount of ambiguity and complication of roles. The key element of the matter is organizing tasks and roles accurately. Consequently, close coordinating to human resource managers is unavoidable. Chief Executives and Board Directors are responsible for strategic decision. According to Mukhalasie (2014), three functions have been taken into for general managers. These include strategic process, managing relationships and managing training of managers.

Proactive versus reactive management is a crucial aspect in management style. According to Atieno (2013), a few years ago, one could establish and maintain a business by reacting to and meeting changes in tastes, costs and prices. This reactive style of
management was often enough to keep the business going. Today, changes happen and come from many directions. By the time a reactive manager can make the necessary changes, he or she may lose many customers and possibly for good. On the other hand, proactive planning is the anticipation of future events. Decisions, here, are based on predictions of future states of the environment as opposed to reactions to various crises as they occur.

Proactive planning in an unstable, technology driven business environment is critical to continuing success in almost any endeavour. It requires that one analyzes environmental forces and makes resource allocation decisions rather than be reactive to the situation as it changes. One will take his or her business where it needs to be in the next month, year and decade by doing so. According to Barry Worth (a consultant specializing in management of small business), the entrepreneur of today must be a business architect. Anything that is built in today’s business environment must have a step by step blue print or plan on how to be successful. The blueprint business owner is the business plan (Nyakeriga, 2015).

According to a study conducted by Ogal and Otieno (2017) on the influence of leadership styles on the implementation of strategic plans in Non-governmental organizations in Kisumu County, Kenya, participatory leadership style is the most appropriate in enhancing strategy implementation. This finding concurs with another study done by Kihara, Bwisa and Kihoro (2016) on the relationship between leadership styles in strategy implementation and performance of small and medium manufacturing firms in Thika Sub-County, Kenya. Management style, as indicated by Muema (2017) in a study on the effect of leadership style and organization structure on strategy implementation in hospitality industry, a case study of Safari Park Hotel and Casino in Nairobi, Kenya, determines the level of strategy implementation in organizations greatly.

2.2.5: Effect of culture on the implementation of strategic plans

The concept of culture has principally stemmed from the study of ethnic and national differences in the disciplines of sociology, anthropology and social psychology (Schroander, 2014). Culture describes patterns of behaviour that form a durable template
by which ideas and images can be transferred from one generation to another or from one group to another. Culture has three aspects. The first aspect being the transfer of behaviour. This does not take place through genetics. It takes place through social interaction between group members (Schroander, 2014).

The various elements of a culture tend to form a relatively stable harmonious system according to the culture pattern theory. Any cultural template, therefore, is durable and slow to change. The third explanation is that ideas and images of culture provide a guide for the conduct of acceptable behaviour. Scholars within organizational theory, initially, used the concept of culture as a metaphor to study organizations as forums in which meanings are constructed and expressed through social interactions. More and more researchers began to employ culture as a variable rather than as a root metaphor as culture became part of the vocabulary. Culture, in other words, was looked at as something an organization had versus something it was (Schwaap, 2015).

The earliest references to cultural concept as an internal variable for organizations are found in organization development literature. According to Schwaap (2015), a number of researchers began to link various types of cultures to certain outcome variables such as performance and internal integration. Therefore, culture became a mechanism with which managerial control and effectiveness can be achieved.

In his study on organizational culture and strategy implementation at Airtel Kenya, Mutai (2015) established that culture determines the attitude of staff towards implementation of strategic plans. This finding is similar to one by Bateta (2015) in her study on the influence of culture on implementation of strategic plans in Non-governmental organizations in Nakuru County Kenya. Another study done by Isaboke (2015) on the influence of organization culture on strategy implementation in selected universities in Kenya indicated that organization culture should be streamlined with the objectives to produce expected results. In other words, culture that does not rhyme with the objectives of an organization is detrimental to successful implementation of strategic plans in that organization.
2.3: Summary and Research gaps

In summary, implementation of strategic plans has encouraged participative decision making down the administrative chain. Such has prompted all level of managers to focus on the objectives of the organization, risk management and to be more responsive to the requirements of the whole strategy implementation process. Information about any strategy, introduced prior to its implementation, is instrumental in changing staff attitudes towards the specific strategy, and in improving the scope and quality of strategic plan for any organization.

According to Mwangi et al. (2015), all level decisions are based on a longer time frame, better budgeting process and better information. The main finding of this study was that endowments of both natural and human resources play a significant role in strategic plans implementation in any organization. According to the study, the capacity of human resource has a direct and significant impact on the strategic management of organizations. In her study, Atieno (2013) identified the role of strategic plans in enhancing performance in public secondary schools. She presented technology, staff competency, stakeholder influence and government policy as the key factors that enhances this performance. According to the study, both the resource capacity and managerial competency have a great and positive influence on strategic plans implementation.

Another study was by Mutuva (2015) who sought to assess the factors influencing implementation of strategic plans in the Independent Electoral and Boundaries Commission in Kenya. The study established that adoption of Information Technology positively and significantly influenced the implementation of strategic plans. The study also revealed that adoption of Information Technology fastens strategic implementation and stakeholders’ involvement leading to effective implementation of strategic plans. In another study conducted by Mumbua and Mingaine (2015) on factors influencing implementation of strategic plans in the then Machakos municipal council, findings suggested that alignment of resources should be done properly so as to utilize the skills acquired and make human and physical capital available. Proper training and instruction
should also be given to lower level employees so as to be competent in the field of implementation of strategic plans.

Schwaap (2015) assesses the role of senior-level leaders in successful strategy implementation in Nevada Gaming Industry and established that contrary to the expectations of many business leaders, the degree of strategy implementation is in most cases relevant for industrial growth and, when it matters most it is linked to greater economic efficiency. While Ogonji (2014) focused on strategic planning in Non-profit organizations and found out that that in most government Non-profit organizations, lower cadre staff was not aware of how to approach the aspect of strategic plan implementation.

Although much was found to have been written about strategic plans, less has been documented on the many issues raised by the adoption of these plans especially on the study topic. None of these studies have been carried out in Equatorial Nut Processors and hence to fill this scholarly gap, the researcher has decided to research on the factors influencing strategic plans implementation in manufacturing industries in Equatorial Nut Processors.
2.4: Conceptual framework

Mugenda and Mugenda (2003) defined a conceptual framework as a theoretical structure of assumptions, rules and principles that holds together the ideas comprising a broad concept.

Figure 2.1: Conceptual Framework

<table>
<thead>
<tr>
<th>Theories</th>
<th>Independent variables</th>
<th>Dependent variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Higgin’s Eight (8) S Model</td>
<td>Staff competencies</td>
<td>Implementation of strategic plans</td>
</tr>
<tr>
<td>Industrial Organization Theory</td>
<td>Organization structure</td>
<td></td>
</tr>
<tr>
<td>Resource Based View</td>
<td>Availability of Resources</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Management Style</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Culture</td>
<td></td>
</tr>
</tbody>
</table>

Figure 2.1 above shows that implementation of strategic plans in manufacturing industries is the dependent variable. It is determined by factors such as staff competencies, organizational structure, availability of resources, management styles and culture which are the independent variables.
2.5: Operationalization of variables

Figure 2.2: Operationalization of Variables

<table>
<thead>
<tr>
<th>Independent variables</th>
<th>Dependent variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff competencies</td>
<td>Implementation of strategic plans</td>
</tr>
<tr>
<td>Level of training, job</td>
<td>Achievement of strategic goals</td>
</tr>
<tr>
<td>experience, competencies.</td>
<td>Achievement of financial goals</td>
</tr>
<tr>
<td>Organization structure</td>
<td></td>
</tr>
<tr>
<td>Task allocation, reporting</td>
<td></td>
</tr>
<tr>
<td>relationships, chain of</td>
<td></td>
</tr>
<tr>
<td>command, work specialization</td>
<td></td>
</tr>
<tr>
<td>Availability of Resources</td>
<td></td>
</tr>
<tr>
<td>Presence of both material</td>
<td></td>
</tr>
<tr>
<td>and immaterial resources.</td>
<td></td>
</tr>
<tr>
<td>Management Style</td>
<td></td>
</tr>
<tr>
<td>Type of leadership, level of</td>
<td></td>
</tr>
<tr>
<td>communication.</td>
<td></td>
</tr>
<tr>
<td>Culture</td>
<td></td>
</tr>
<tr>
<td>Effect of organization rules,</td>
<td></td>
</tr>
<tr>
<td>behaviours, beliefs, values</td>
<td></td>
</tr>
<tr>
<td>and customs.</td>
<td></td>
</tr>
</tbody>
</table>

2.5.1: Implementation of strategy

Implementation of strategy was operationalized as achievement of strategic goals and achievement of financial goals by the firm.
2.5.2: Staff competency
Staff competency was measured in terms of the level of training, job experience and skills. It was measured using a likert scale (poor, good, excellent, to a great extent).

2.5.3: Organizational structure
Organizational structure was measured in terms of task allocation, reporting relationships, chain of command and work specialization.

2.5.4: Availability of resources
Availability of resources was operationalized defined as the presence of both material and immaterial components for the operation of the industry. It was measured using a likert scale (poor, good, average, excellent).

2.5.5: Management style
Management style was operationalized as the type of leadership and the level of communication in the organization. It was measured using a likert scale (poor, good, average, excellent).

2.5.6: Culture
Culture was operationalized as organizational rules, behaviours, beliefs, shared values and customs in the organization. It was measured using a likert scale (to what extent does culture affect implementation of strategic plans in your organization? - to a great extent, to a low extent, to a very great extent).

2.6: Chapter Summary
The chapter covered mainly theoretical literature review and empirical literature review. In the theoretical literature review, the researcher focused on three theories that is the Higgin’s model the resource based view and the industrial organization theory. The researcher proceeded to show their linkage to the research questions. In the empirical literature review, the researcher looked at what has been done by other researchers and the methodologies used. These included studies by among others Mwangi et al. (2015); Owino and Alako (2015); and Nyakirega (2014).
The main findings were that staff participation in strategy implementation especially in local authorities is greater after consultation. The genuine voter choice is, however, restricted by the dominating elite class. This is so, especially in rural areas where majority of the populace are poor and uneducated. Secondly, the transparency level of the process is not up to the mark. Another study reviewed is by Mwangi et al. (2015). This study examined the implementation of strategic plans in the middle level colleges in Thika town, in Kenya.

The study found out that both the natural and human resources endowment play a deterministic and significant role in strategic plans implementation in any organization. Human resource capacity, in particular, has a significant and direct impact on strategic management of organizations. Other areas covered in this chapter include research gaps, conceptual framework and the operationalization of variables. The conceptual framework demonstrated an understanding of the influence of independent, dependent and intervening variables including the two theories related to the study.
CHAPTER THREE
RESEARCH DESIGN AND METHODOLOGY

3.0: Introduction
The chapter covers the general approach that was used in undertaking the study. Specifically, the following sub-sections are included; research design, target population, sample and sampling technique, data collection methods and instruments, validity and reliability test, data collection procedure and data processing and analysis.

3.1: Research design
Mugenda and Mugenda (2003) define a research design as a set of methods and procedures used in collecting and analyzing measures of the variables specified in the research problem. Descriptive design was employed in the study. This design was considered appropriate because it enabled the researcher to collect and analyze date on the factors influencing strategic plans implementation in manufacturing industries from a wide range of respondents. Information was gathered from the Staff and the Management of Equatorial Farm Processors Limited in Murang’a County. The design enabled the researcher to describe the existing situation in the study site as it relates to the implementation of strategic plans in manufacturing industries.

3.2: Target population
According to Mugenda and Mugenda (2003), target population is a group of people or objects from which the sample for statistical measurement is obtained. The target population for this study comprised of all categories of staff in Equatorial Nut Processors in Murang’a County. In this firm, there are 400 workers in general. The population was stratified as 190 packers which is equivalent to 48% of the total population, 178 sorters/graders which represented 45% of the total population, 20 inspectors which represented 5% of the total population and 12 management team members which represented 2% of the total population.
Table 3.1: Target Population

<table>
<thead>
<tr>
<th>Categories of staff</th>
<th>Number of Staff</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Packers</td>
<td>190</td>
<td>48%</td>
</tr>
<tr>
<td>Sorters/graders</td>
<td>178</td>
<td>45%</td>
</tr>
<tr>
<td>Inspectors</td>
<td>20</td>
<td>5%</td>
</tr>
<tr>
<td>Managers</td>
<td>12</td>
<td>2%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>400</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

3.3: Sample and sampling technique

Orodho and Kombo (2009) define sampling as the procedure a researcher uses to gather people, places, or things to study. In this case, it refers to the procedure the researcher used to select the final sample to study. Stratified random and proportionate sampling methods were used to select a representative sample due to the different number of staff in each of the four categories of the study site. A stratified random sampling method gave each population member an independent and equal chance of being included in the sample. The population was stratified as 190 packers, 178 sorters/graders, 20 inspectors and 12 management team members. The number of participants from each category was determined by their number relative to the entire study population. Here, the category with the highest number of staff had the highest number of respondents. Proportionately, a 30% sample of respondents from each of the category was deemed appropriate for the study (Ikiara, 2009). This gave 57 packers, 53 sorters/graders, 6 inspectors and 4 managers. This gave 120 respondents.

Table 3.2: Sample size

<table>
<thead>
<tr>
<th>Categories of staff</th>
<th>Number of Staff</th>
<th>Sample Weight</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Packers</td>
<td>190</td>
<td>0.3</td>
<td>57</td>
</tr>
<tr>
<td>Sorters/graders</td>
<td>178</td>
<td>0.3</td>
<td>53</td>
</tr>
<tr>
<td>Inspectors</td>
<td>20</td>
<td>0.3</td>
<td>6</td>
</tr>
<tr>
<td>Managers</td>
<td>12</td>
<td>0.3</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>400</strong></td>
<td></td>
<td><strong>120</strong></td>
</tr>
</tbody>
</table>
3.4: Instruments

Face to face interviews were conducted in data collection. Questionnaires were employed in the process. A questionnaire is a structured research tool with either open-ended or closed-ended questions (or both) and is either self-administered to the respondents of filled by the researcher in the course of face to face interviews with the respondents (Mugenda & Mugenda, 2003). The questionnaires incorporated different type of research questions. They included factual, YES/NO and the ranking questions. The questions were either close ended or open ended.

3.5: Pilot study

According to Cooper (2003), a pilot study entails pre-testing the data collection instrument aimed at helping to detect ambiguous awkward or offensive questions and ensuring the use of appropriate techniques. Pretesting was done with ten respondents that were not part of the sample size. The data collected was processed, analyzed and interpreted. Based on the results, the instruments were reviewed by rephrasing the questions that were not well understood, while all irrelevant questions were removed.

3.5.5: Validity

Munro (2005) defines validity as the extent to which the research findings reflect the study phenomena accurately. In this study, content validity was used to determine the validity of data collection instruments. According to Kothari (2004), content validity is the extent to which a measuring instrument provides adequate coverage of the topic under study. This was achieved through use of questionnaires to all categories of staff for the purpose of triangulation. The instruments were also verified by researcher’s supervisor from the Management University of Africa.

3.5.2: Reliability test

According to Mugenda and Mugenda (2003), reliability is a measure of the degree to which the research instrument yields consistent results. Reliability is the ability of an instrument to measure something consistently and repeatedly (Munro, 2005). The research instrument was pre-tested and the results then be analyzed using Cronbach alpha with a set lower limit of acceptability of Cronach alpha 0.6 (Schaap, 2015). From the
responses, comments and results of the analysis, the entire questionnaire were refined and improved to take care of the observed shortcomings if any. In this study’ reliability was ensured by pretesting the research instrument with a selected sample of 10 respondents which were not part of the study.

3.6: Data collection procedure
Questionnaires were self-administered and each of the respondents received the same set of questions in exactly the same way. Self-administered method was preferred because the potential anonymity of the respondent can lead to more truthful or valid responses, it is inexpensive and allows the respondents to complete the questionnaire at a convenient time. A cover letter explaining the purpose of the study was attached to the questionnaires.

3.7: Data analysis and presentation
Statistical package for social sciences was used to summarize code and tabulate data. This was done after data had been checked for completeness. Descriptive statistics, such as frequency distribution, was used to analyze quantitative data while qualitative data was analyzed through content analysis. Data presentation was done by use of tables, pie charts, bar charts, graphs, and percentages.

3.8: Ethical considerations
Ethical considerations are principles that a researcher should follow when conducting research (Mokua, 2010). Before embarking on this study, the researcher sought written consent from the respondents. The respondents were provided with adequate information about the aims of the study, the procedures to be followed, possible benefits for them and the way in which results were to be used. This enabled the respondents to make informed decision on whether to participate in the study or not. No form of deception or coercion was used on the respondents. The researcher observed confidentiality especially from the information given in the questionnaires. Respondents’ information was not passed on to a third party. To guarantee anonymity, the respondents’ names were not written on the questionnaires.
3.9: Chapter summary
The study employed the descriptive design. Target population for this study included all categories of staff in Equatorial Nut Processors in Murang’a County. Stratified random and proportionate sampling methods was used to select a representative sample. Face to face interviews were conducted in data collection. Questionnaires were employed in the process. Accuracy of the data was tested through both validity and reliability tests. The questionnaires were self- administered and each respondent received the same set of questions in exactly the same way. Descriptive statistics were used to analyze the data. Data presentation was done by use of tables, pie charts, bar charts, graphs, and percentages. The researcher ensured informed consent, voluntary participation, confidentiality, privacy and anonymity.
CHAPTER FOUR
RESEARCH FINDINGS AND DISCUSSION

4.0: INTRODUCTION
This chapter presents the results of the study findings. Data is presented in the form of tables, charts, frequencies and percentages where applicable. This chapter is organized by integrating both quantitative and qualitative findings. The chapter is guided by the research objectives.

4.1: PRESENTATION OF RESEARCH FINDINGS

4.1.1: Response to research instruments
The study achieved a response rate of 100% since all the sampled respondents participated in the study.

4.1.1.1: Response rate
Table 4.3: Response rate

<table>
<thead>
<tr>
<th>Questionnaire</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Returned</td>
<td>120</td>
</tr>
<tr>
<td>Not returned</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>120</strong></td>
</tr>
</tbody>
</table>

Figure 4.3: Response rate

Figure 4.3 above shows that all the sampled respondents (100%) returned their questionnaires. This meant that all participated in the study.
4.1.2: General information

4.1.2.1: Age of the respondents

Table 4.4: Age of the respondents

<table>
<thead>
<tr>
<th>Age</th>
<th>Number of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-25</td>
<td>28</td>
</tr>
<tr>
<td>26-35</td>
<td>50</td>
</tr>
<tr>
<td>36-45</td>
<td>14</td>
</tr>
<tr>
<td>46-55</td>
<td>18</td>
</tr>
<tr>
<td>56 &amp; above</td>
<td>10</td>
</tr>
<tr>
<td>Total</td>
<td>120</td>
</tr>
</tbody>
</table>

Figure 4.4: Age of the respondents

Figure 4.4 above shows that 23% of the respondents were aged between 18 to 25 years, 42% between 26 and 35 years, 12% between 35 and 45 years, 15% between 46 and 55 years while 8% were aged 56 years and above. In conclusion, majority of the staff in the study site were aged between 26 and 35 years.

4.1.2.2: Sex of the respondents

Table 4.5: Sex of the respondents

<table>
<thead>
<tr>
<th>Sex</th>
<th>Number of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>73</td>
</tr>
<tr>
<td>Female</td>
<td>47</td>
</tr>
<tr>
<td>Total</td>
<td>120</td>
</tr>
</tbody>
</table>
Figure 4.5: Sex of the respondents

![Figure 4.5: Sex of the respondents](image)

Figure 4.5 above shows that majority of the respondents (61%) were males while 39% were females. In conclusion, the industry is a male dominated one.

**4.1.2.3: Level of education**

Table 4.6: Level of education

<table>
<thead>
<tr>
<th>Level of education</th>
<th>Number of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary</td>
<td>24</td>
</tr>
<tr>
<td>Secondary</td>
<td>62</td>
</tr>
<tr>
<td>Tertiary</td>
<td>18</td>
</tr>
<tr>
<td>University</td>
<td>16</td>
</tr>
<tr>
<td>No formal education</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>120</strong></td>
</tr>
</tbody>
</table>

Figure 4.6: Level of education of the respondents

![Figure 4.6: Level of education of the respondents](image)
Figure 4.6 above shows that 20% had primary education, 52% secondary, and 15% tertiary 13% university and 0% had no formal education. In conclusion, majority of the study respondents had secondary level education while all had formal training.

4.1.2.4: Length of service in the industry

Table 4.7: Length of service

<table>
<thead>
<tr>
<th>Length of service (yrs.)</th>
<th>Number of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-5</td>
<td>29</td>
</tr>
<tr>
<td>6-10</td>
<td>35</td>
</tr>
<tr>
<td>11-15</td>
<td>47</td>
</tr>
<tr>
<td>15 &amp; above</td>
<td>9</td>
</tr>
<tr>
<td>Total</td>
<td>120</td>
</tr>
</tbody>
</table>

Figure 4.7: Length of service

Figure 4.7 above shows that 24% of the respondents had worked for 5 years and below in the industry, 29% between 6 and 10 years, 39% between 11 and 15 years while 8% had worked 15 years and above. Therefore, majority of the respondents had an experience of 11 to 15 years in the industry.
4.1.3: Staff competencies

4.1.3.1: Rating for training

Table 4.8: Rating for training

<table>
<thead>
<tr>
<th>Response</th>
<th>Number of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poor</td>
<td>15</td>
</tr>
<tr>
<td>Good</td>
<td>33</td>
</tr>
<tr>
<td>Average</td>
<td>44</td>
</tr>
<tr>
<td>Excellent</td>
<td>28</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>120</strong></td>
</tr>
</tbody>
</table>

Figure 4.8 above shows that 13% of the respondents rated training in the industry as being poor, 28% as good, 37% as average while 22% as excellent. Therefore, majority of the staff rated training in the industry as being average.

4.1.3.2: Effect of job experience on staff competencies and the implementation of strategic plans

Table 4.9: Effect of job experience on job competencies and the implementation of strategic plans

<table>
<thead>
<tr>
<th>Response</th>
<th>Number of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>To a very great extent</td>
<td>20</td>
</tr>
<tr>
<td>To a great extent</td>
<td>83</td>
</tr>
<tr>
<td>To a very low extent</td>
<td>12</td>
</tr>
<tr>
<td>To a low extent</td>
<td>5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>120</strong></td>
</tr>
</tbody>
</table>
Figure 4.9: Effect of job experience on staff competencies and the implementation of strategic plans

Figure 4.9 above shows that 17% of the respondents said that job experience affects staff competencies and the implementation of strategic plans to a very great extent, 69% to a great extent, 10% to a very low extent while 4% to a low extent. Therefore, majority of the respondents believed that job experience affects staff competencies and the implementation of strategic plans to a great extent. This concurs with findings in a study done by Nyakirega (2015) which indicated that job experience is directly proportional to competencies of staff as far as strategic implementation is concerned.

4.1.3.3: Effect of staff competencies on strategy implementation

Table 4.10: Effect of staff competencies on strategy implementation

<table>
<thead>
<tr>
<th>Response</th>
<th>Number of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td>68</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>40</td>
</tr>
<tr>
<td>Disagree</td>
<td>9</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>120</strong></td>
</tr>
</tbody>
</table>
Figure 4.10: Effect of staff competencies on strategy implementation

Figure 4.10 above shows that 57% of the respondents agreed that staff competencies affect strategy implementation, 33% strongly agreed, 8% disagreed and 2% strongly disagreed. Therefore, majority of the respondents agreed that staff competencies affect strategy implementation. This coincides with findings by Madegwa (2014) who maintained that staff competency has a greater impact to implementation of strategic plans as compared to other factors.

4.1.4: Organization structure

4.1.4.1: Rating for tasks allocation structure in relation to strategy implementation

Table 4.11: Rating for tasks allocation structure in relation to strategy implementation

<table>
<thead>
<tr>
<th>Response</th>
<th>Number of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poor</td>
<td>14</td>
</tr>
<tr>
<td>Good</td>
<td>13</td>
</tr>
<tr>
<td>Average</td>
<td>25</td>
</tr>
<tr>
<td>Excellent</td>
<td>68</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>120</strong></td>
</tr>
</tbody>
</table>

Figure 4.11: Rating for tasks allocation structure in relation to strategy implementation
Figure 4.11 above shows that 12% of the respondents rated tasks allocation structure in relation to strategy implementation as poor, 10% as good, 21% as average and 57% as excellent. Therefore, majority of the respondents rated tasks allocation structure in relation to strategy implementation as being excellent. The findings are in accord with Ogonji (2014) who suggested that structure of any industry has a great impact on strategic plans implementation.

4.1.4.2: Effect of reporting relationships on the implementation of strategic plans

Table 4.12: Effect of reporting relationships on the implementation of strategic plans

<table>
<thead>
<tr>
<th>Response</th>
<th>Number of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>To a very great extent</td>
<td>40</td>
</tr>
<tr>
<td>To a great extent</td>
<td>44</td>
</tr>
<tr>
<td>To a very low extent</td>
<td>20</td>
</tr>
<tr>
<td>To a low extent</td>
<td>16</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>120</strong></td>
</tr>
</tbody>
</table>

Figure 4.12: Effect of reporting relationships on the implementation of strategic plans

Figure 4.12 above shows that 33% of the respondents said that reporting relationships affects implementation of strategic plans to a very great extent, 37% to a great extent, 17% to a very low extent and 13% to a low extent. Therefore, majority of the respondents said that reporting relationships affects implementation of strategic plans to a great extent. These findings correspond with a study conducted by Sanchez (2014) which
established that effective structure and relationships of reporting in an organization determines how strategic plans are implemented therein.

4.1.4.3: Effect of chain of command on the implementation of strategic plan

Table 4.13: Effect of chain of command on the implementation of strategic plan

<table>
<thead>
<tr>
<th>Response</th>
<th>Number of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not Likely</td>
<td>2</td>
</tr>
<tr>
<td>Likely</td>
<td>30</td>
</tr>
<tr>
<td>Most likely</td>
<td>88</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>120</strong></td>
</tr>
</tbody>
</table>

Figure 4.13: Effect of chain of command on the implementation of strategic plan

Figure 4.13 above shows that 2% of the respondents said that chain of command is not likely to affect the implementation of strategic plan, 24% said is likely to affect and 74% said is most likely to affect. Therefore, majority of the respondents said that chain of command is most likely to affect the implementation of strategic plan which is in agreement with a study conducted by Mwangi et al. (2015) which established that autocratic regimes in an organization halts implementation of strategic plans.
4.1.4.4: Effect of organizational structure on strategy implementation

Table 4.14: effect of organizational structure on strategy implementation

<table>
<thead>
<tr>
<th>Response</th>
<th>Number of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td>12</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>17</td>
</tr>
<tr>
<td>Disagree</td>
<td>29</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>62</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>120</strong></td>
</tr>
</tbody>
</table>

Figure 4.14: effect of organizational structure on strategy implementation

Figure 4.14 above shows that 10% of the respondents agreed that that organizational structure affects strategy implementation, 14% strongly agreed, 19% disagreed and 57% strongly disagreed. Therefore, majority of the respondents strongly disagreed that organizational structure affects strategy implementation. The findings are similar to findings by Schroander (2014) on the effect of organizational structure on strategy implementation which dismissed the impact of organizational structure on implementation of strategic plans in large-scale industries.
4.1.4.5: How work specialization influences the implementation of strategic plans

Table 4.15: Influence of work specialization on the implementation of strategic plans

<table>
<thead>
<tr>
<th>Response</th>
<th>Number of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>To a very great extent</td>
<td>40</td>
</tr>
<tr>
<td>To a great extent</td>
<td>36</td>
</tr>
<tr>
<td>To a very low extent</td>
<td>20</td>
</tr>
<tr>
<td>To a low extent</td>
<td>24</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>120</strong></td>
</tr>
</tbody>
</table>

Figure 4.15: Influence of work specialization on the implementation of strategic plans

Figure 4.15 above shows that 33% of the respondents said that work specialization affects implementation of strategic plans to a very great extent, 30% to a great extent, 17% to a very low extent and 20% to a low extent. Therefore, majority of the respondents said that work specialization affects implementation of strategic plans to a very great extent which coincides with a study by Madegwa (2014) which established that staff should have special skills which in turn helps them implement strategic plans in their specific fields.

4.1.5: Availability of resources

4.1.5.1: Rating of availability of resources in the organization

Table 4.16: Rating of availability of resources in the organization

<table>
<thead>
<tr>
<th>Response</th>
<th>Number of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poor</td>
<td>11</td>
</tr>
<tr>
<td>Good</td>
<td>42</td>
</tr>
<tr>
<td>Average</td>
<td>55</td>
</tr>
<tr>
<td>Excellent</td>
<td>12</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>120</strong></td>
</tr>
</tbody>
</table>
Figure 4.16: Rating of availability of resources in the organization

Figure 4.16 above shows that 9% of the respondents rated availability of resources in the organization as poor, 35% as good, 46% as average and 10% as excellent. Therefore, majority of the respondents rated availability of resources in the organization as being average which corresponds with findings by Owino and Alako (2015) which established that no single organization can be rated as having all the requisite resources at its disposal.

4.1.5.2: Extent to which availability of material resources influence strategic plans implementation

Table 4.17: Extent to which availability of resources influences strategic plans implementation

<table>
<thead>
<tr>
<th>Response</th>
<th>Number of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>To a very great extent</td>
<td>34</td>
</tr>
<tr>
<td>To a great extent</td>
<td>58</td>
</tr>
<tr>
<td>To a very low extent</td>
<td>16</td>
</tr>
<tr>
<td>To a low extent</td>
<td>12</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>120</strong></td>
</tr>
</tbody>
</table>
Figure 4.17: Extent to which availability of resources influences strategic plans implementation

Figure 4.17 above shows that 28% of the respondents said that availability of resources influences strategic plans implementation to a very great extent, 48% to a great extent, 13% to a very low extent and 11% to a low extent. Therefore, majority of the respondents said that availability of resources influences strategic plans implementation to a great extent. This also coincides with findings in a study by Owino and Alako (2015) which established that the more resources an organization has, the more effective it implements its strategic plans.

4.1.5.3: Effect of availability of resources on strategy implementation

Table 4.18: Effect of availability of resources on strategy implementation

<table>
<thead>
<tr>
<th>Response</th>
<th>Number of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td>34</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>18</td>
</tr>
<tr>
<td>Disagree</td>
<td>52</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>16</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>120</strong></td>
</tr>
</tbody>
</table>
Figure 4.18: Effect of availability of resources on strategy implementation

Figure 4.18 above shows that 28% of the respondents agreed that availability of resources affects strategy implementation, 15% strongly agreed, 43% disagreed and 14% strongly disagreed. Therefore, majority of the respondents agreed that availability of resources affects strategy implementation. Sanchez (2014) also had similar findings in his study.

4.1.6: Management style

4.1.6.1: Rating for management style

Table 4.19: Rating for management style

<table>
<thead>
<tr>
<th>Response</th>
<th>Number of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poor</td>
<td>5</td>
</tr>
<tr>
<td>Good</td>
<td>36</td>
</tr>
<tr>
<td>Average</td>
<td>53</td>
</tr>
<tr>
<td>Excellent</td>
<td>26</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>120</strong></td>
</tr>
</tbody>
</table>

Figure 4.19: Rating for management style
Figure 4.19 above shows that 4% of the respondents rated management style as poor, 30% good, 44% average and 22% excellent. Therefore, majority of the respondents rated the management style as being average. This corresponds with findings in a study done by Atieno (2013) which established that most managers in manufacturing industries struggle to perfect their management styles.

**4.1.6.2: Extent to which the level of communication between the managers and staff affect the implementation of strategic plans**

Table 4.20: Extent to which the level of communication between the managers and staff affect the implementation of strategic plans

<table>
<thead>
<tr>
<th>Response</th>
<th>Number of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>To a very great extent</td>
<td>34</td>
</tr>
<tr>
<td>To a great extent</td>
<td>58</td>
</tr>
<tr>
<td>To a very low extent</td>
<td>16</td>
</tr>
<tr>
<td>To a low extent</td>
<td>12</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>120</strong></td>
</tr>
</tbody>
</table>

Figure 4.20: Extent to which the level of communication between the managers and staff affect the implementation of strategic plans

Figure 4.20 above shows that 28% of the respondents said that the level of communication between the managers and staff affect the implementation of strategic plans to a very great extent, 48% to a great extent, 13% to a very low extent and 11% to a low extent. Therefore, majority of the respondents said that availability of resources influences strategic plans implementation to a great extent which is in agreement with Mwangi et al. (2015).
4.1.6.3: Effect of management style on the implementation of strategic plans

Table 4.21: Effect of management style on the implementation of strategic plans

<table>
<thead>
<tr>
<th>Response</th>
<th>Number of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td>48</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>59</td>
</tr>
<tr>
<td>Disagree</td>
<td>10</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>3</td>
</tr>
<tr>
<td>Total</td>
<td>120</td>
</tr>
</tbody>
</table>

Figure 4.21 above shows that 40% of the respondents agreed that management style affects the implementation of strategic plans, 49% respondents strongly agreed, 8% disagreed and 3% strongly disagreed. In conclusion, majority of the respondents strongly agreed that management style affects the implementation of strategic plans. These findings concurs with those ones in the study conducted by Owino and Alako (2015) which established that good management style is the key driver to effective implementation of strategic plans.
4.1.7: Culture

4.1.7.1: Rating of the effect of values and beliefs in organizations

Table 4.22: Rating of the effect of values and beliefs in organizations

<table>
<thead>
<tr>
<th>Response</th>
<th>Number of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poor</td>
<td>15</td>
</tr>
<tr>
<td>Good</td>
<td>46</td>
</tr>
<tr>
<td>Average</td>
<td>35</td>
</tr>
<tr>
<td>Excellent</td>
<td>24</td>
</tr>
<tr>
<td>Total</td>
<td>120</td>
</tr>
</tbody>
</table>

Figure 4.22: Rating of the effect of values and beliefs in organizations

Figure 4.22 above shows that 13% of the respondents rated the effect of values and beliefs in organizations as poor, 38% as good, 29% as average and 20% as excellent. Therefore, majority of the respondents rated the effect of values and beliefs in organizations as good meaning that values and beliefs affect implementation of strategy in an organization. Atieno (2013) concurs with these findings in her study.

4.1.7.2: Extent to which organizational behaviours and rules influence implementation of strategic plans

Table 4.23: Extent to which organizational behaviours and rules influence implementation of strategic plans

<table>
<thead>
<tr>
<th>Response</th>
<th>Number of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>To a very great extent</td>
<td>43</td>
</tr>
<tr>
<td>To a great extent</td>
<td>38</td>
</tr>
<tr>
<td>To a very low extent</td>
<td>16</td>
</tr>
<tr>
<td>To a low extent</td>
<td>23</td>
</tr>
<tr>
<td>Total</td>
<td>120</td>
</tr>
</tbody>
</table>
**Figure 4.23: Extent to which organizational behaviours and rules influence implementation of strategic plans**

![Pie chart showing the extent to which organizational behaviours and rules influence implementation of strategic plans. A majority of respondents said the influence is to a very great extent, followed by a great extent, a very low extent, and a low extent.]

Figure 4.23 above shows that 36% of the respondents said that organizational behaviours and rules influence implementation of strategic plans to a very great extent, 32% to a great extent, 13% to a very low extent and 19% to a low extent. Therefore, majority of the respondents said that organizational behaviours and rules influence implementation of strategic plans to a very great extent which is evident also in a study by Nyakirega (2015).

**4.1.7.3: Whether customs affect the implementation of strategic plans**

Table 4.24: Whether customs affect the implementation of strategic plans

<table>
<thead>
<tr>
<th>Response</th>
<th>Number of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>0</td>
</tr>
<tr>
<td>No</td>
<td>120</td>
</tr>
<tr>
<td>Total</td>
<td>120</td>
</tr>
</tbody>
</table>

Figure 4.24: Whether customs affect the implementation of strategic plans

![Pie chart showing the response to whether customs affect the implementation of strategic plans, with all respondents choosing 'No'.]
Figure 4.24 above shows that all the 120 respondents said that customs do not affect the implementation of strategic plans constituting 100%. Therefore, majority of the respondents said that customs do not affect the implementation of strategic plans. This differs with Nyakirega (2015) who found out that customs affect implementation of strategic plans in organizations.

4.1.7.4: Whether organizational culture affects the implementation of strategic plans

Table 4.25: Whether organizational culture affects the implementation of strategic plans

<table>
<thead>
<tr>
<th>Response</th>
<th>Number of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td>78</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>10</td>
</tr>
<tr>
<td>Disagree</td>
<td>20</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>12</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>120</strong></td>
</tr>
</tbody>
</table>

Figure 4.25: Whether organizational culture affects the implementation of strategic plans.

Figure 4.25 above shows that 65% of the respondents agreed that organizational culture affects the implementation of strategic plans, 8% respondents strongly agreed, 17% disagreed and 10% strongly disagreed. In conclusion, majority of the respondents agreed that organizational culture affects the implementation of strategic plans. This is in agreement with a study conducted by Ogonji (2014) which established that culture has significant impact of how an organization implements its strategic plans.
4.1.8: Strategy implementation

4.1.8.1: Rating of the achievement of strategic goals

Table 4.26: Rating of the achievement of strategic goals.

<table>
<thead>
<tr>
<th>Response</th>
<th>Number of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poor</td>
<td>25</td>
</tr>
<tr>
<td>Good</td>
<td>36</td>
</tr>
<tr>
<td>Average</td>
<td>55</td>
</tr>
<tr>
<td>Excellent</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>120</strong></td>
</tr>
</tbody>
</table>

Figure 4.26: Rating of the achievement of strategic goals.

Figure 4.26 above shows that 21% of the respondents rated achievement of strategic goals as poor, 30% good, 46% average and 3% excellent. Therefore, majority of the respondents rated the achievement of strategic goals as being average. In their study, Mwangi et al. (2015) correspond with these findings by establishing that most firms do not fully achieve their strategic goals.

4.1.8.2: General response as to whether the organization is able to achieve its financial goals through implementation of strategic plans

Table 4.27: Response as to whether the organization is able to achieve its financial goals through implementation of strategic plans

<table>
<thead>
<tr>
<th>Response</th>
<th>Number of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td>97</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>10</td>
</tr>
<tr>
<td>Disagree</td>
<td>2</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>11</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>120</strong></td>
</tr>
</tbody>
</table>
Figure 4.27: Response as to whether the organization is able to achieve its financial goals through implementation of strategic plans

![Pie chart showing responses](image)

Figure 4.27 above shows that 81% of the respondents agreed that the organization is able to achieve its financial goals through implementation of strategic plans, 8% respondents strongly agreed, 2% disagreed and 9% strongly disagreed. In conclusion, majority of the respondents agreed that the organization is able to achieve its financial goals through implementation of strategic plans. These findings corresponds with studies by Atieno (2013) and Madegwa (2014) that maintained that well implemented strategic plans aids achievement of financial goals.

4.2: LIMITATIONS OF THE STUDY

The limitations and challenges that were encountered by the researcher while conducting the study include budgetary constraints, large sample size and language barrier. To address the challenge of large sample size, the researcher hired a research assistant. To address the challenge of language barrier, both the researcher and the research assistant translated the questions in Kiswahili language to those respondents who could not understand English.

4.3: CHAPTER SUMMARY

The discussed the introduction, presentation of research findings and the limitations and challenges encountered by the researcher while undertaking the study.
CHAPTER FIVE
SUMMARY, RECOMMENDATIONS AND CONCLUSIONS

5.1: INTRODUCTION
This chapter presents the summary of findings (based on the research questions), conclusions and recommendations.

5.2: SUMMARY OF FINDINGS
5.2.1: How do staff competencies affect implementation of strategic plans?
Majority of the staff have undergone a form of training in service. Findings revealed that majority of the respondents (57%) agreed that staff competencies affect strategy implementation. The study further revealed majority of the staff were averagely trained (37%) while 57% of the respondents said that training boosts the implementation of strategic plans therefore, proper training affects the implementation of strategic plans in that the staff are able to internalize both the contents and the processes involved.

5.2.2: How does organization structure affect implementation of strategic plans?
With the majority of the respondents (62%) saying that organization structure affects service delivery to a great extent, and a further 52% of the respondents reveling that it boosts the implementation of strategic plans, it is therefore clear that a good organization structure will create a participating room for all the staff in the implementation of strategic plans.

5.2.3: How does availability of resources affect implementation of strategic plans?
The quality of human resource, their motivation, attitude and general management has a positive impact on the implementation of strategic plans in an organization. If the human resource has the requisite skills, for instance, it becomes very easy to initiate a strategic plan and later implement it. Findings revealed that 28% of the respondents believe that availability of resources has got a great effect on implementation of strategic plans.

5.2.4: How does management style affect implementation of strategic plans?
Findings revealed that majority of the respondents (44%) said that management style influences strategic plans implementation to a great extent. Therefore, managers in
organizations ought to employ participative leadership style. If the wrong management style is employed, successful implementation of strategic plans is curtailed.

5.2.5: How does culture affect implementation of strategic plans?
Culture entails organizational behaviours, customs and rules. Findings revealed that majority of the respondents rated the effect of values and beliefs in organizations as being good. In the extent to which organizational behaviours and rules influence implementation of strategic plans, 36% of the respondents said that organizational behaviours and rules influence implementation of strategic plans to a very great extent, 32% to a great extent, 13% to a very low extent and 19% to a low extent. Therefore, majority of the respondents said that organizational behaviours and rules influence implementation of strategic plans to a very great extent.

5.3: RECOMMENDATIONS
From the foregoing findings, the following recommendations are made:

5.3.1: Staff competencies
The management should organize trainings/education for the staff. Refresher courses should be done after every three months especially to the technical staff in order to address dynamics of technology. This can be done in form of in job training, self-sponsored training, workshops, seminars and short courses.

5.3.2: Organization structure
The board of management should ensure that the structure supports the strategy being implemented since it affects strategy implementation. The structure should be made as flexible as possible to address the changing needs of the organization.

5.3.3: Availability of resources
There ought to be digitization of the human resource data. Data for human resource with regard to training, retirement, recruitment, benefits and allowances, insurance among others should be digitized and updated. This will enhance monitoring of the staff from recruitment to the exit from the service.
5.3.4: Management style
Manufacturing industries ought to embrace participatory management. This will enable all the staff to take part in the decision making processes of the organization.

5.3.5: Culture
Supervisory teams should ensure non-discrimination and incorporation of customs, rules and organizational behavior. This should be a continuous practice.

5.4: CONCLUSIONS
The following conclusions were made. First, the study established that majority of the staff were averagely trained and that organizational structure has a crucial impact on the implementation of strategic plans in an organization. Consequently, training affects the implementation of strategic plans to a great extent. Therefore, it should be enhanced to boost the whole process from initiation to the implementation of these plans. The structure should also be in such a way as that it allows specialization and at the same time create enough space for each category of staff to perform freely. Secondly, the study revealed that availability of resources in an organization greatly determines the implementation of strategic plans and the organization performance, therefore, the staff being part of the resources ought to be adequately trained and motivated. Other types of resources including finance, equipments, land and technology should also be enhanced.

Lastly, managerial style and culture should create adequate room for innovation and general performance of the organization and hence the successful implementation of strategic plans. Findings showed that both management style and culture affect implementation of strategic plans in an organization to a great extent. The study findings were consistent with the literature. Majority of the authors (Ogonji (2015); Mwangi et al. (2015); and Nyakirega (2015) indicated that the five study variables, that is, staff competencies, organization structure, availability of resources, management style and culture greatly affects the implementation of strategic plans in an organization.
REFERENCES


Martins, L.N. (2013). *Strategic Planning and School Management*. Nairobi: University of


APPENDICES
APPENDIX 1
RESEARCH STUDY QUESTIONNAIRE

The intention of this questionnaire is to gather information about the implementation of strategic plans in this Industry. Your response will be accorded confidentiality and will only be used for research purposes only.

SECTION A: GENERAL INFORMATION

1. Age (Tick as appropriate)
   18 – 25 [ ] 26 – 35 [ ] 36 – 45 [ ] 46 – 55 [ ] 56 and Above [ ]

2. Sex
   Female [ ] Male [ ]

3. Education

   Primary [ ] Secondary [ ] Tertiary [ ] University [ ]
   Others ……….

4. How long have you been in the Organization? (tick as appropriate)
   0 - 5 years [ ]
   6 – 10 years [ ]
   11 – 15 years [ ]
   15 years & above [ ]

SECTION B: STAFF COMPETENCY

5. How do you rate training of staff in your organization?
   Poor [ ]
   Good [ ]
   Average [ ]
   Excellent [ ]
6. To what extent does job experience affect staff competency and the strategic plans implementation?
   - To a very great extent [ ]
   - To a great extent [ ]
   - To a very low extent [ ]
   - To a low extent [ ]

7. Staff competencies have affected strategy implementation in our organization.
   - Agree [ ]
   - Strongly Agree [ ]
   - Disagree [ ]
   - Strongly Disagree [ ]

SECTION C: ORGANIZATION STRUCTURE

8. How do you rate tasks allocation structure in your organization in relation to strategy implementation?
   - Poor [ ]
   - Good [ ]
   - Average [ ]
   - Excellent [ ]

9. To what extent does reporting relationships affect the implementation of strategic plans?
   - To a very great extent [ ]
   - To a great extent [ ]
   - To a very low extent [ ]
   - To a low extent [ ]

10. Is the chain of command likely to affect the implementation of strategic plans in your organization?
11. Organizational structure has affected strategy implementation in our organization.
   Agree [  ]
   Strongly Agree [  ]
   Disagree [  ]
   Strongly Disagree [  ]

12. To what extent does work specialization influences the implementation of strategic plans?
   To a very great extent [  ]
   To a great extent [  ]
   To a very low extent [  ]
   To a low extent [  ]

SECTION D: AVAILABILITY OF RESOURCES

13. How do you rate availability of resources in your organization?
   Poor [  ]
   Good [  ]
   Average [  ]
   Excellent [  ]

14. To what extent does availability of material resources influence strategic plans implementation?
   To a very great extent [  ]
   To a great extent [  ]
   To a very low extent [  ]
   To a low extent [  ]
15. Availability of resources has affected strategy implementation in our organization.

Agree [ ]
Strongly Agree [ ]
Disagree [ ]
Strongly Disagree [ ]

SECTION E: MANAGEMENT STYLE

16. How do you rate the type of leadership in your organization?

Poor [ ]
Good [ ]
Average [ ]
Excellent [ ]

17. To what extent does the level of communication between the managers and staff affect the implementation of strategic plans in your organization?

To a very great extent [ ]
To a great extent [ ]
To a very low extent [ ]
To a low extent [ ]

18. The management style has affected strategy implementation in our organization.

Agree [ ]
Strongly Agree [ ]
Disagree [ ]
Strongly Disagree [ ]

SECTION F: CULTURE

19. How do you rate the effect of values and beliefs in your organization?

Poor [ ]
Good [ ]
20. To what extent do organizational behaviours and rules influence implementation of strategic plans?
   To a very great extent [ ]
   To a great extent [ ]
   To a very low extent [ ]
   To a low extent [ ]

21. Do customs affect the implementation of strategic plans in your organization?
   ……………………………………………………………………………………………
   ……………………………………………………………………………………………
   ……………………………………………………………………………………………
   ……………………………………………………………………………………………
   YES [ ]
   NO [ ]

   If Yes, How?
   ……………………………………………………………………………………………
   ……………………………………………………………………………………………
   ……………………………………………………………………………………………
   ……………………………………………………………………………………………
   …………………………..

22. Our organizational culture has affected the implementation of strategic plans in our organization.
   Agree [ ]
   Strongly Agree [ ]
   Disagree [ ]
   Strongly Disagree [ ]
SECTION G: STRATEGY IMPLEMENTATION

23. How do you rate the achievement of strategic goals in your organization?
   Poor [    ]
   Good [    ]
   Average [    ]
   Excellent [    ]

24. Our organization is able to achieve its financial goals through implementation of strategic plans.
   Agree
   Strongly agree
   Disagree
   Strongly disagree
   Do not know
## APPENDIX II

### RESEARCH STUDY WORKPLAN

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<th>project writing</th>
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# APPENDIX III
## RESEARCH STUDY BUDGET

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