MANAGEMENT PRACTICES AND IMPLEMENTATION OF STRATEGIC PLAN
IN ANGLICAN CHURCH OF KENYA HEAD OFFICE IN NAIROBI CITY
COUNTY, KENYA

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D53/CTY/PT/28250/2014

A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS IN
PARTIAL FUFILMENT FOR THE AWARD OF DEGREE IN MASTER IN
BUSINESS ADMINISTRATION (STRATEGIC MANAGEMENT OPTION) OF
KENYATTA UNIVERSITY.

APRIL, 2018
DECLARATION

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

Sign: ........................................ Date: .................................

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D53/CTY/PT/28250/2014

I confirm that the work in this project was done by the candidate under my supervision and has been submitted for examination with my approval as University Supervisor.

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DEDICATION

I dedicate the project to my family, for the support, inspiration, enthusiasm, both in terms of finances and spiritual backing during my academic study period, my university supervisor Dr. Priscilla Ndegwa, for her unending effort in direction, support and patience and last but not least my job and university colleagues and friends. May the Almighty Lord bless you all abundantly.
ACKNOWLEDGEMENT

I am grateful and highly indebted to many outstanding individuals without whom this work would not have been successful. Much gratitude goes to my research supervisor Dr. Priscilla Ndegwa for her personal commitment during the numerous deliberations which enormously backed to the accomplishment of the academic study project. I am also indebted to the Kenyatta University administration and more specifically the university’s library attendants who assisted me accessing previous research works for comparison and empirical backing. Special thanks go to my family, class members and friends who encouraged and believed in me during the study period. Last but not least I give special honor to our God for his endless blessings, and good health.
# TABLE OF CONTENTS

DEDICATION ........................................................................................................ iii  
ACKNOWLEDGEMENT ........................................................................................ iv  
TABLE OF CONTENTS .................................................................................... v  
LIST OF TABLES ............................................................................................... vii  
LIST OF FIGURES ............................................................................................. viii  
ABBREVIATIONS AND ACRONYMS .............................................................. ix  
OPERATIONAL DEFINITIONS OF TERMS ................................................... x  
ABSTRACT .......................................................................................................... xi  
CHAPTER ONE .................................................................................................. 1  
INTRODUCTION TO THE STUDY .................................................................. 1  
  1.1 Background of the Study ....................................................................... 1  
  1.2 Statement of the Problem ..................................................................... 7  
  1.3 Objectives of the Study ....................................................................... 9  
  1.4 Research Questions ............................................................................ 10  
  1.5 Significance of the Study .................................................................... 10  
  1.6 The Limitation of the Study ................................................................ 11  
  1.7 The Scope of the Study ....................................................................... 11  
  1.8 Organization of the Study ................................................................... 11  
CHAPTER TWO ................................................................................................ 13  
LITERATURE REVIEW .................................................................................. 13  
  2.1 Introduction ............................................................................................ 13  
  2.2 Theoretical Review ............................................................................. 13  
  2.3 Empirical Review ................................................................................ 18  
  2.4 A Summary of Review and Research Gap .......................................... 31  
  2.5 Conceptual Framework ........................................................................ 34  
CHAPTER THREE ............................................................................................. 35  
RESEARCH METHODOLOGY ......................................................................... 35  
  3.1 Introduction ............................................................................................ 35  
  3.2 Research Design ................................................................................... 35  
  3.3 Target Population. ............................................................................... 35  
  3.4 Sample Design ..................................................................................... 36  
  3.5 Data Collection Methods ................................................................. 36  
  3.5.1 Validity ............................................................................................ 36  
  3.6 Data Analysis and Presentation ......................................................... 38
# Table of Contents

3.7 Ethical Considerations .................................................................................................................. 39

**CHAPTER FOUR** .......................................................................................................................... 40

**DATA ANALYSIS, INTERPRETATIONS AND PRESENTATIONS** ................................................. 40

4.1 Introduction .................................................................................................................................. 40

4.2 Response Rate .............................................................................................................................. 40

4.3 Respondents Demographic Information ...................................................................................... 41

4.4 Descriptive Analysis .................................................................................................................... 43

4.5 Strategy Implementation ............................................................................................................. 55

4.6 Correlation Analysis .................................................................................................................... 58

4.7 Regression Analysis ...................................................................................................................... 59

**CHAPTER FIVE** ............................................................................................................................. 62

**SUMMARY OF FINDINGS CONCLUSION AND RECOMMENDATIONS** ............................. 62

5.1 Introduction .................................................................................................................................. 62

5.2 Summary of Findings ................................................................................................................... 62

5.3 Conclusions .................................................................................................................................. 65

5.4 Recommendations ........................................................................................................................ 66

5.5 Areas of Further Studies ............................................................................................................. 67

**REFERENCES** ................................................................................................................................. 68

**APPENDICES** ................................................................................................................................ 75

Appendix I: Letter of Introduction .................................................................................................... 75

Appendix II: Questionnaire ............................................................................................................... 76
# LIST OF TABLES

Table 1.1: Summary of Literature and Research Gaps .......................................................... 31  
Table 3.2 Target Population ................................................................................................. 36  
Table 3.3: Reliability Analysis Results .................................................................................. 37  
Table 4.4: Response Rate .................................................................................................... 40  
Table 4.5: Organisation Structure Influence on Implementation of Strategic Plan ............ 44  
Table 4.6: Leadership Styles Influence on Implementation of Strategic Plan ....................... 48  
Table 4.7: Resource Allocation Influence on Implementation of Strategic Plan ................. 51  
Table 4.8: Factors of employee’s involvement................................................................. 54  
Table 4.9: Factors Relating to Implementation of Strategic Plan ....................................... 57  
Table 4.10: Correlations ...................................................................................................... 58  
Table 4.11: Model Summary ............................................................................................... 59  
Table 4.12: Summary of One-Way ANOVA Results ........................................................... 60  
Table 4.13: Coefficients ..................................................................................................... 60
LIST OF FIGURES

Figure 1.1 Organization Structure for ACK ................................................................. 7
Figure 2.2: Conceptual Framework .............................................................................. 34
Figure 4.3: Respondents Gender .................................................................................. 41
Figure 4.4: Period of Service ....................................................................................... 42
Figure 4.5: Highest Education Level ........................................................................... 42
Figure 4.6: Primary Organizational Structure ............................................................ 43
Figure 4.7: Leadership Styles Influence ...................................................................... 46
Figure 4.8: Resource Allocation Influence .................................................................. 50
Figure 4.9: Employee’s Involvement on Implementation of Strategic Plan .............. 53
Figure 4.10: Rating the Level of Strategy Implementation ......................................... 56
### ABBREVIATIONS AND ACRONYMS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
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<tbody>
<tr>
<td>ACK</td>
<td>Anglican Church of Kenya</td>
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<tr>
<td>CEO</td>
<td>Chief Executive Officer</td>
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<tr>
<td>CMS</td>
<td>Church Missionary Society</td>
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<td>US</td>
<td>United States</td>
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<td>SPSS</td>
<td>Statistical Package for Social Science</td>
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OPERATIONAL DEFINITIONS OF TERMS

**Human Resources:** this is a term normally used to refer to the personalities who encompass the labour force of an any organization or institution. It is additionally the name of the capacity inside an organisation who plays a major role in executing and developing techniques within an organisation.

**Implementation:** This is end result of combination of resources and techniques in the execution of an organisation strategic plan.

**Leadership:** leadership is the act of directing, inspiring, aiding support in the attainment of a specific task while observing costs and timelines.

**Organizational Structure:** This is the organisational hierarchical arrangement meant and to aid one common goal. Most of the modern institutions are modified of bunched entities.

**Strategic plan:** A strategic plan is a developed blueprint charting the specific objectives, goals and strategies that an organisation intends to employ in its pursuit of achievement of short-term and long term goals.

**Strategic planning:** Refers to the approach by which an organization establishes its key mission and long-term goals and objectives by analysing its internal and external environments; after which it selects and puts into practice an appropriate strategy for realizing the mission, goals and objectives.

**Strategy:** Strategy is an integrative example of long haul destinations, choices, activity projects and assets assignment needs, which uncovers mission and reasons for the association.

**Provincial Synod:** This is an assembly of Bishops, clergy and laity of the ACK constituted, convened and held in accordance with the constitution.
ABSTRACT

Strategic planning practice has assumed an increasing importance in the Church, especially at a stage in its evolution when Churches are facing heightened scrutiny of its effectiveness in attaining the two-pronged goal of outreach and sustainability. There are a lot of challenges and barriers facing the church today. This study sought to analyse the management practices and implementation of strategic plan in Anglican Church of Kenya Head Office in Nairobi County, Kenya. The following specific objectives guided this study; The first objective was to determine how organisation structure influence implementation of strategic plan; the second one was to analyse the influence of leadership styles on implementation of strategic plan; the third one was to assess the extent to which resource allocation influence implementation of strategic plan; the fourth one was to examine how of employee’s involvement affects implementation of strategic plan in the Anglican Church Head Office in Nairobi County, Kenya. This research study was underpinned by four related theories each anchoring an objective; Organizational structure Theory, contingency Theory and Resource based view theory and stakeholder’s theory as explained in the document. The research design that was adopted for this study is descriptive and explanatory research design because to allow the study of phenomena and not allow for manipulation of variables. In total, the sample size was made of 120 respondents who were picked through a census survey method. A semi structured questionnaire was used to collect primary data from the field while secondary data was acquired from pertinent publications and empirical reviews from other published academic work. Data was analysed for resolution of clarity by means of SPSS version 21 statistical software. Use of tables and pie charts was employed to present the data in a more user friendly form. In addition, advance statistical techniques (inferential statistics) were also considered. To quantify the strength of the relationship between the variables the researcher conducted a multiple regression analysis. The study revealed that the Anglican church structure plays a role in coordination and supervision of a strategic plan implementation. Leadership plays the role of a catalyst that leads all other organs at church to work in harmony and also that leaders at Anglican Church of Kenya help in articulating and communicating new planned commands. The study therefore concluded that inadequate resources such as finances, equipment in forms of machinery, human resource, skilful labour force and experienced staff member’s impedes execution of strategic plan at Anglican Church of Kenya. The study therefore recommended that direction should be given by top management in ACK should be adequate, accessible and open to juniors or all staff and also that there should be communication to all the stakeholders for effectiveness. The church leadership should be visionary leaders who enhances conducive working environments for smooth implementation of strategic objectives. The church leadership should seek to acquire more skills and knowledge so as to have knowledge necessary for church leadership. Also, the study recommends that the church leadership should allocate the church financial resources appropriately for better strategy implementation. The church leadership should employ employees who have different skills that are needed to implement a strategic plan and also that leaders have to participate in capacity building, seminars and workshops.
CHAPTER ONE
INTRODUCTION TO THE STUDY
1.1 Background of the Study

Strategic plan is a management tool that is used to transform organizational objectives into action. Implementation of strategic plan involves translation of chosen strategy into organizational action and its proper implementation leads to success in achieving set objectives. Strategy is a multi-dimensional idea that different creators have characterized in various ways (Drazin & Howard, 2012). It is the match between an organisation assets and its human resource and the anticipated risks it faces and the reasons it wishes to achieve the intended objectives. It is intended to give direction and course to an organisation (David, 2014). Since key organisation choices impact the way organisations react to their condition, it is critical for a firm to settle on key strategies and characterize system regarding its capacity (Egelhoff, 2011).

As indicated by Bourgeois and Brodwin (2014) the set execution strategy includes an analysis of an organisation resources, leadership and the staff who will help accomplish the anticipated goals. The ecological conditions confronting numerous organizations have changed quickly. The present worldwide focused condition is intricate, dynamic, and to a great extent capricious thus strategic planning becomes an important element in strategic management of firms. To bargain with this phenomenal level of changes in organisations, a lot of considering has to be done on the best strategies to be applied by any organisation. The strategies adopted needs to be evaluated by experts to avoid high level of strategy failure at the implementation stage (Heracleous, 2013).

Global empirical literature confides that that between 50 percent and 80 percent of organisation strategy implementation initiatives have always failed. According to to the global studies, strategy execution in the implementation phase is usually the most difficult,
in intricate and the greatest time-consumer in strategic management (Larson & Kulchitsky, 2010).

Between the year 1960's and early 70's witnessed the use of strategic planning as a part of organisations in the United States of America and majority of the Western Countries (Egelhoff, 2011). This period registered a flourishing organisation performance and organisation growth as a result of adoption of this new methodology in management. This led to a period of performance stability and growth as organization adopted strategic management practices among them being forecasting and financial budgeting. It demonstrated valuable and the strategic plans worked very well, as the foreseeable future was predictable under the new business management tactics (Cole, 2012).

Bryson (2015) revealed that the most of the developed institutions had several issues with implementation of their strategies. The empirical findings are in line the opinion that unlike strategy formulation, strategy implementation cannot be successful if only left to top management alone; it needs support from both the internal organisation stakeholders and the external stakeholders as well. In the strategy formulation most of the organisations have a top-down effort. In the implementation, successful implementation calls for simultaneous top-down, bottom-up, and across efforts. An organization strategic plan is the blueprint on its way to achievement of its both short term and long-term goals and organisation goals at large (Cater & Pucko, 2010).

The White Paper of 2006 of Strategy Implementation of Chinese Corporations is one of the most noteworthy managerial encounter which majority of the organisation are facing in the modern days (Galbraith & Schendel, 2012). This study paper revealed that 83% of the sampled corporate bodies failed to implement their strategy smoothly, while as only 17% has a more consistent results in the implementation stage.
As noted by Mintzberg (2013) the cornerstone of strategy implementation is building an organization capable of carrying out the strategy successfully. Strategic formulation includes the setting of the mission, goals and objectives for the organization, the analysis of the external environment as it affects the organization, together with its internal resources and the choice of strategic alternatives. Otley (2011) see the ability to execute the strategy as an even bigger management challenge than determining the right vision and the quality of the strategy itself. He points to the importance of adequate performance management systems as a critical success factor for implementing strategies. More and more companies are acknowledging that performance measurement systems need a focus, by linking them to the strategy of the organization.

As noted by Otley (2011) all the managerial roles i.e. organizing, motivating, integrating, communication, planning among others are entirely used in organisation implementation process. Sterling (2013) further notes that for effectively and efficient strategy implementation, an organisation requires to have adequate resources, a functional and enabling structure, an efficient information system, effective leadership styles, effective budgeting and employee rewards.

A combination of various aspects is required for successful strategy implementation. Chetty (2010) identified six fundamental components for an organization to implement its strategy in a successful way. Some of them includes: cascading accountabilities, obtaining top executive commitment, selecting the best people to drive key initiatives, communicating a clear tangible strategy, cascading accountabilities, generating engagement at all levels and the ability to monitor and tract progress.

1.1.1 Management Practices

The knowledge, experience and capability of an organisation's workforce is a determining factor of success (Okumu, 2013). For this reason, organisations pay particular attention to the
recruitment of staff and also to engage in the training of staff and volunteers to build the organisation's capability. In pursuing recruitment and training strategies, an organisation is often limited by its financial strength. Nevertheless, training of staff is an essential aspect of good business management, and even in difficult financial circumstances is an achievable strategy (Kraus, Reiche & Reschke, 2012).

Businesses and organisations may be impeded by their structure, constitution and/or forms of governance (Mintzberg, 2013). Organisation structure is essentially the way that the work needed to carry out the mission of the organisation is divided among its workforce (Reschke, 2014). In a non-profit organisation, the organisation will include the management board or committee, the salaried staff of the organisation and all the volunteers that have roles as coordinators of various business functions. When an organisation is a for-profit business that operates in a very competitive environment, its organisation structure may help or hinder the ability of the organisation to react to change. For example, when the organisation structure has many levels of management, decision making can be slow as information is carried up and down the hierarchy. For this reason, "flatter" organisation structures are often preferred.

Leadership styles and capabilities of organisation leaders plays a significant role in improving the staff morale and enhancing a strong organisation culture (Mapetere & Mavhiki, 2012). More modern shapes of administration include specialists in choice making forms and trusting that, in spite of the fact that supervisors and labourers have distinctive perspectives, they to a great extent advantage by working together to attain the commerce destinations (Redmond, 2013). The inner environment of the association can be made wealthier or poorer by its resources. For case, the organisation's premises can be charming and elevating, or bashful and discouraging.

The availability of resources in terms of finances and human is another significant factor in strategy implementation (Lehner, 2014). Equipment’s shortage hinders staff from working
effectively and efficiently and most cases fail to achieve their daily set goals (Welter, 2013). It is usually very hard for any institution that has inadequate resources in terms of finances to implement strategies within the set timeliness. A struggling organisation in terms of finances leads to low staff morale since the operational budget is always excessively lean (Kasper, 2012).

1.1.2 Implementation of Strategic Plan by Churches

Many church leaders in modern days’ view strategic plan in a sceptic view based on their inadequate training in this area of strategic management (Myer, 2013). According to Myer (2013), further there is also a notion that strategic planning does not have any biblical backing as some pastors have felt that because churches are not business, they must not be managed as such. To them spiritual management is required for spiritual organizations. According to this view church leader are supposed to manage through God’s perfect guidance and direction, waiting patiently for God to make things happen rather than “forcing things to happen” (George (2012).

Furthermore, churches are admonished to strive for truly spiritual goals, not the numerical or quantifiable goals stressed in business, (Myer, 2013). Although planning has received more and more recognition for its applicability to churches, there are still some who doubt its worth to a religious organization, (George, 2012). However; the Bible does teach planning both implicitly and explicitly. This has led to the need for the introduction of strategic planning to mobilize and motivate the church in the achievement of her goals (George, 2012).

The concept of strategic planning is a business-based discipline, which serves as a roadmap for the organizations to visualize their goals and know how to get there. Although this definition can be applied in this case, a suitable church specific definition of strategic planning was provided by Van Auken (2011), where he described planning as the process of turning vision into reality, others like Gangel (2009), pronounced the fact that church leaders
should actively engage in planning. He stated that “The development of goals in a church or any Christian organization must be accompanied by development of a plan whereby those goals can be achieved”. Effective planning is thus a prerequisite for the success of any organization and that includes a church as well. The strategic planning process for churches involves matching the resources of the Ministry and the available opportunities (Van Auken, 2011).

1.1.3 Anglican Church of Kenya
The Church plays a vitally important role of offering assistance to the poor and marginalized populations in developing countries. In Kenya, in particular, the ACK Church has been instrumental in the provision of basic social services which include development of schools and health care facilities and social transformation in communities. It is estimated that over 80% of Kenyans are Christians accessing the social development services being offered by the Church (KNBS, 2012).

The ACK is one of the oldest and second largest denomination in Kenya with a following of over five million people. Her history dates back to 1844 when the first missionary from Church Missionary Society (CMS), Dr. Ludwing Kraft arrived in Mombasa. In 1889 divinity training for evangelists started at CMS in Frere Town. In 1898 the Diocese of Mombasa was formed, which covered vast Kenya geographical coverage and Northern Tanganyika. In 1955 Festo Olang’ and Obadiah Kariuki were consecrated as the first African bishops. For purpose of handling finances and Church property, the Church Trust (now Church Commissioners for Kenya) was formed in 1957 (ACK, 2003).

Today ACK comprises of 38 dioceses which includes Armed Forces Episcopate. The headquarters of the Church is located at ACK Garden House building in Upper Hill, Nairobi. The Head Office is the coordinating secretariat both within and without the Province. The vision statement of the ACK is “A growing, caring Anglican Church boldly proclaiming
Christ” and the mission statement is “To equip God’s people to transform the society with the Gospel”. The organization structure for ACK is as shown below:

Source: ACK Website

**Figure 1.1 Organization Structure for ACK**

The organization structure reveals that the Provincial Synod is the supreme governing body of the Church, while its sub-committee the Provincial Standing Committee attends to immediate and urgent matters arising. Matters from the boards are discussed before channelled to the Provincial Synod for final mandate. ACK has invested in strategic plan formulation for more than twenty years. The plans are prepared to serve for a period of four years after which evaluation is done to assess the impact and then work a new one.

**1.2 Statement of the Problem**

McNamara (2011) observes that a frequent complaint about the strategic planning process is that it produces a document that ends up collecting dust on a shelf the organization ignores or fails to make good use of the precious information depicted in the strategic planning document. Strategy implementation is a connecting loop between formulation and control. Herbinia (2016) argued that while strategy formulation is difficult, making strategy work and executing it is even more difficult. Similarly, Cater and Pucko (2010) concluded that
while 80% of firms have the right strategies, only 14% have managed to implement them well.

Strategic planning practice has assumed an increasing importance in the Church, especially at a stage in its evolution when Churches are facing heightened scrutiny of its effectiveness in attaining the two-pronged goal of outreach and sustainability. There are a lot of challenges and barriers facing the church today. These challenges may range from finances, ordinances, availability of capable and theologically trained leaders, and the need to embrace the diversity of spiritual gifts within the same body of believers. In order for good changes to happen so that the church is as effective as possible, the church is supposed to know its status in terms of where it is and where it’s going.

According to Pearce and Robison (2008), strategic planning process involves formulation of vision, mission statement, performance of situational analysis and finally strategy formulation and choice. The Provincial Synod, the highest decision-making body of ACK expressed her concerns as to the reason why the church seems to have stagnated in her implementation of strategic plan despite heavy investment at formulation stage (Kagema, 2008). This cast some doubts on the extent of implementation of strategic plan in the ACK Head Office. Despite the consistent formulation of strategic plans by the Anglican Church of Kenya, limited studies undertaken still indicate that strategy implementation remains a challenge.

There are few studies done on the mainstream churches locally, Kakui (2010) carried out a study on strategic planning practices at Christ is the Answer Ministries which is based in Nairobi. In conclusion, Kakui recommended that further studies be carried out on relevance of strategic planning on churches as well as on challenges of strategy implementation. A study carried out by Ngumo (2013) has looked at challenges of strategy implementation in the Scripture Union of Kenya, which is a Christian non-profit making organization. Ngumo (2013) found out that some of the common challenges encountered while implementing
strategy include leadership, resources, organization policies, and procedures, and reward systems.

ACK Head Office prepares a strategic plan and purposes that it be implemented over four years’ period. However, failure to achieve the established targets has marred the noble exercise. To this, the Provincial Synod, the Church’s highest decision-making body has complained of this failure. The Provincial Synod meets after every two years and strategy implementation failure reflects in the meetings since there lack documents or reports, (both narrative and financial reports) for presentation to support the undertaking of the process. This is a problem because major financiers like Church Commission for Kenya reduced the funds they used to channel through the Anglican Church of Kenya for purposes of strategic planning, implementation and monitoring (Synod Preparatory Document and Treasurer’s Report, 2014). It is for the stated reason that this research sought to analyse the management practices influencing implementation of strategic plan in ACK Head Office in Nairobi City County, Kenya.

1.3 Objectives of the Study
1.3.1. General Objective
The objective of this study was to analyse the management practices that influence effective implementation of strategic plan in Anglican Church of Kenya Head Office in Nairobi City County, Kenya

1.3.2. Specific Objectives
This study was guided by the following specific objectives:

i. To establish how structure of the organisation influences the implementation of strategic plan in the Anglican Church, Head Office in Nairobi City County, Kenya

ii. To assess the influence of styles of leadership on implementation of strategic plan in the Anglican Church, Head Office in Nairobi City County, Kenya
iii. To analyse the level at which allocation of resources influence implementation of strategic plan in the Anglican Church, Head Office in Nairobi City County, Kenya
iv. To assess the influence of employee’s involvement on the implementation of strategic plan in the Anglican Church Head Office in Nairobi City County, Kenya

1.4 Research Questions
This study was guided by the following research questions:

i. To what extent does organisation structure influence implementation of strategic plan in the Anglican Church, Head Office in Nairobi City County, Kenya?
ii. What is the role of leadership styles on implementation of strategic plan in the Anglican Church, Head Office in Nairobi City County, Kenya?
iii. To what extent does resource allocation influence implementation of strategic plan in the Anglican Church, Head Office in Nairobi City County, Kenya?
iv. How does employee’s involvement influence implementation of strategic plan in the Anglican Church Head Office in Nairobi City County, Kenya?

1.5 Significance of the Study
The study will be important to the leadership of the Anglican Church of Kenya. The study will inform the church leadership on the items they need to put in place to ensure that chosen strategies are implemented to the latter for the growth and stability of churches. The finding will also ensure that the next strategic plan is implemented successfully.

Other faith based organizations and policy makers will be in a better position to understand the loopholes and weaknesses of the strategic planning in faith-based organizations.

Different scholars and researchers will benefit from the findings of this study to advance their work. The recommendations will form a basis for their investigations.
1.6 The Limitation of the Study

The study encountered a number of limitations that might have hindered getting and collecting information required in this paper. The main limitation of study was its inability to include more churches around the Country. Some of the respondents targeted might be reluctant in giving information fearing that the information sought would be used to intimidate them or print a negative image about their church. The researcher handled the problem by carrying an introduction letter from Kenyatta University and assured them that the information they gave would be treated with utmost confidentially and it would be used purely for academic purposes.

1.7 The Scope of the Study

The scope of the study refers to the parameters under which the study was operating. The problem the study sought to resolve fit within certain parameters (Cooper, 2012). The study general objective was to investigate the management practices influencing effective implementation of strategic plan in Anglican Church of Kenya Head Office in Nairobi County, Kenya. The study focused on ACK, one of the major denominations in Kenya. The target population was the ACK staff, both at the head office and in the regional offices and officials of the Provincial synod. The study was conducted in the third quarter of 2017.

1.8 Organization of the Study

Chapter one was made of the study background, study statement of the problem, purpose of the study, specific objectives, study research questions, significance, limitations, and the scope. Chapter two covered the introduction, theoretical framework, related empirical literature on strategy implementation and factors affecting strategy implementation in the Anglican Church in Kenya, as well as the designed variables framework. In Chapter three study research methodology constituted of: the study research design, targeted population, the sampling procedure, study research instruments, the validity and reliability of the research
instruments and data analysis. Chapter four was confined to data analysis and data presentation while chapter five included, summary conclusion and recommendations.
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction
This chapter reviewed the literature related to this study. The organisation practices and implementation of strategic plan was thoroughly analysed. The chapter also reviewed theories underpinning and anchoring this study. Empirical study, conceptual framework and research gap were also developed.

2.2 Theoretical Review
This study was guided by four theories; Organizational Structure Theory, Contingency Theory, Resourced based view and Stakeholders Theory as explained as follow.

2.2.1 Contingency Theory
The contingency theory of leadership was proposed by the Austrian psychologist Fred Edward Fiedler in his landmark 1964 article, "A Contingency Model of Leadership Effectiveness." This is one of the leadership theories which focus on organizational structures and systems that are contingent on the current organizational environment. Contingency theory is an integration of different school of thought including the classical, behavior and systems approach. The Theory has it that there is no most ideal approach to arrange a firm, to lead an organization, or to decide. Rather, the ideal game-plan is dependent upon the inward and outer circumstances (Lingard, 2012). contingency theory (Johnsen, 2011) states that perplexing associations utilize execution estimation to lessen vulnerability and for authenticity. Verifiably, contingency theory has tried to detail expansive speculations about the formal structures that are ordinarily connected with or best fit the utilization of various advancements.

The point of view contended that innovations specifically decide contrasts in such hierarchical characteristics as traverse of control, centralization of specialist, and the
formalization of principles and methodology. This theory contends that the most ideal approach to compose relies upon the idea of the earth to which the association must relate. Organisation are open frameworks that need cautious administration to fulfill and adjust inside requirements and adjust to ecological conditions. There is nobody most ideal method for arranging. The suitable frame relies upon the sort of assignment or condition one is managing. Administration should hence be worried, to the exclusion of everything else, with accomplishing arrangements and great fits. Diverse kinds of associations are required in various sorts of situations. In the present investigation, contingency theory is material in accentuating on the administration in execution of technique in the organisation (Lingard, 2012).

This theory additionally expresses that individuals who are profoundly energetic are probably going to go for moderate risk, have an inner focal point of control, have a solid drive to exceed expectations and tackle issues. Authority that rouses individuals can be the foundation of generally associations. Individuals with a high requirement for accomplishment excel on the grounds that as people they are makers, they complete things. Supervisors with great administration aptitudes are probably going to impact their areas of expertise and groups towards powerful execution of key designs (Lorange, 2012).

2.2.2 Stakeholders Theory

The stakeholder theory is a theory of organizational management and business ethics that addresses morals and values in managing an organization. It was originally detailed by Ian Mitroff in his book "Stakeholders of the Organizational Mind, published in 1983 in San Francisco. On the topic of stakeholder theory that exemplify research and theorizing in this area include Donaldson and Preston (1995), Mitchell, Agle, and Wood (1997), Friedman and Miles (2002), and Phillips (2003). Stakeholders theory looks at the relationship between an association and others in its inward and outer condition (Markiewicz, 2011). It additionally
takes a relationship at how these connections influence how the association directs its exercises. Partners can originate from inside or outside of the association.

The center thought of stakeholder’s theory is that associations that deal with their partner connections adequately will survive longer and perform superior to those associations that don't. Organisation ought to build up certain partner skills. Making a promise to checking partner interests, creating systems to successfully manage partners and their interests, partitioning and ordering interests into sensible sections and attempting guarantee that authoritative capacities address the requirements of partners (Matanda & Ewing, 2012).

One normal variant of stakeholder’s theory tries to characterize the particular partners of an organization and afterward look at the conditions under which supervisors regard these gatherings as partners. Stakeholders theory is administrative, in that, it prescribes demeanors, structures, attitudes and requires that concurrent consideration be given to the interests of every single honest to goodness partner.

2.2.3 Resource Based Theory

The Resource Based View was developed by Bain (1968) and Porter (1985) who are its main proponents. The RBV theory has been used many researchers in the field of strategic management, for example, Ambrosini (2011), Ansoff (2007), and Armstrong and Aosa (2012) among others. The RBV view of the firm is meant to give a firm a competitive advantage over its competitors. According to Pfeffer (2011), resources are inputs into the production process and they can be tangible or intangible. Tangible resources are concrete, tractable, and easy to identify and evaluate. They include the financial and physical assets that are identified and valued in a firm’s financial statement, such as capital, factories, machines raw materials, and land.
Intangible resources are more difficult to measure, evaluate, and transfer. They include skills, knowledge, relationships, motivation, culture, technology, and competencies. Lev (2011) stated that intangibles are imbedded in physical assets and in labor leading to considerable interaction between tangible and intangible assets in the creation of value. Lev (2011) further explains that not all are of equal importance or possess potential to be a source of sustainable competitive advantage. Sustainable competitive advantage is based on ownership of a firm’s specific resources. It has four attributes which are represented by the acronym VRIN, (Barney, 2011).

The resources have to be valuable (V), be rare (R), must be inimitable (I), and must be no substitutable (N). Valuable resources can be used to exploit opportunities and or neutralize threats in a firm’s environment. Rare resources are those that are limited in supply and not equally represented across the firm’s current potential competition. Inimitability refers to the extent to which resources are difficult to replicate by other firms, which may be due to other factors such as social complexity. Non-substitutability of resources implies that one resource cannot be simply replaced (or substituted) by another one, Peteraf and Barney (2013). It is not the resource type as such that matters but how the resource is employed, Peteraf and Bergen (2013). Resources may have a number of different functions, which may enable them to be employed across a number of different conditions. It is upon the managers to determine the most profitable usage for the resources at their disposal.

2.2.4 Organization Structure Theory

The main proponents of organization structure theories include Taylor, (1947); Weber, (1947) and Fayol, (1949). Taylor presented scientific management concepts, Weber gave the bureaucratic approach, and Fayol developed the administrative theory of the organization. They all contributed significantly to the development of classical organization theory. Up to
this point, almost all associations took after Weber's idea of bureaucratic structures. The expanded multifaceted nature of multinational associations made the need of another structure that Drucker called (1974) "government decentralization". In government decentralization, an organization is composed so that there are various autonomous units working at the same time. Every unit has its own administration which, basically, maintains its own particular self-sufficient business.

The project management organizational structure has been used effectively in highly dynamic and technological environments (Kast & Rosenzweig, 2011). The project manager becomes the focal point for information and activities related to a specific project. The goal is to provide effective integration of an organization's resources towards the completion of a specific project. This hypothesis sees authoritative structure as the built up example of connections among the parts of the association (Rosenzweig, 2011). Of specific significance are the examples seeing someone and obligations. These incorporate topics of 1) reconciliation (the way exercises are facilitated), 2) separation (the way errands are isolated), 3) the structure of the various leveled connections (expert frameworks), and 4) the formalized arrangements, methodology, and controls that guide the association (managerial frameworks).

The connection between the environment and authoritative structure is particularly critical. organisations are open frameworks and rely upon their condition for help. For the most part, more intricate conditions prompt more noteworthy separation. The pattern in associations is at present far from stable structures to more versatile structures. The preferred standpoint is that associations turn out to be more unique and adaptable. The impediment is that reconciliation and coordination of exercises require additional time and exertion (Forman, 2015).
2.3 Empirical Review

This sectional analysed empirical studies conducted all over the world on implementation of strategic plans by organisations. Every variable was addressed separately and gaps established in each case.

2.3.1 Organisation Structure Influence and Implementation of Strategic Plan

Pearce and Robison (2010) in an economic survey of 276 senior operating executives revealed that successful procedure usage relies upon the authoritative structure. The association needs to ensure that all essential hierarchical capacities are being made with a specific end goal to have the capacity to satisfy the operational needs of the new methodology. The structure of the association ought to be predictable with the procedure to be executed. The structure of the association ought to be perfect with the picked procedure and if there is incongruence, modification will be important. Indications of an inadequate hierarchical structure include: excessively numerous levels of administration, an excessive number of gatherings went to by an excessive number of individuals, an excess of consideration being coordinated toward settling interdepartmental clashes, too huge traverse of control and an excessive number of unachieved goals (Galpan, 2008). Schaap (2012) recommends that changing authoritative structure as indicated by idealize procedure can guarantee fruitful methodology execution.

According to a study done by Nelson & Quick, (2011) on a sample of 47 cases of service departments within Welsh local governments revealed that organisations exist to accomplish objectives. These objectives are separated into assignments as the reason for occupations. Employments are gathered into divisions. Offices in associations incorporate showcasing, deals, publicizing, assembling and fund. Inside every office, much more qualifications can be found between the occupations individuals perform. Divisions are connected to shape the
hierarchical structure. The association's structure gives it the shape to satisfy its capacity in the earth. Structure characterizes how parts of an association fit together, as obvious from an authoritative outline (Griffin and Moorhead, 2010).

Once a methodology has been resolved, it is the activity of the general supervisor to guarantee that the procedure is encapsulated in all that the association does (Hill and Jones, 2013). Basically, the significant assignment of actualizing methodology is to make a fit between the organization's objectives and its different exercises. By and large, two kinds of fit should be made: 1) fit between the methodology and useful approaches; 2) fit between the procedure and the hierarchical structure, procedures and frameworks (Nag, 2011). Executing an organization's plan of action and techniques effectively relies on authoritative outline, the way toward choosing the correct mix of hierarchical structure, control frameworks, and culture.

Organizations must screen and supervise the hierarchical outline procedure to accomplish unrivaled benefit (Hill and Jones, 2013). Association structure comprises of four components: the task of undertakings and obligations that characterize the activity of people and units; the bunching of individual positions into units and of units into divisions and bigger units to shape an association's chain of command; the different systems required to encourage vertical coordination, for example, the quantity of people answering to any given administrative position and the level of assignment of expert; the different instruments expected to cultivate flat coordination, for example, teams and interdepartmental groups (Aquinas, 2008).

Coordination of exercises, streamlining of procedures, adjusting the authoritative structure, and keeping representatives roused and focused on methodology execution are key duties of the initiative (Rajasekar, 2014). Every association contrasts along various measurements: estimate, execution, objectives, authority, demonstrable skill, culture, personality, and formal
Hierarchical reformers in both people in general and private segments constantly prescribe new methodologies for rebuilding associations (Maguire, 2013).

Bimani and Longfield-Smith (2012) concentrated their examination on how hierarchical structure impacts technique execution and found the procedure of methodology usage to be organized and formal. Hambrick (2013) states that poor or lacking data sharing, vague obligation and responsibility, and conflicting with the hierarchical power structure brings about fizzled usage process. Practically speaking in any case, actualizing system through structure is troublesome, testing, and ceaseless errand. Directors can't make an association structure for an organization's esteem chain exercises and expect it will continue working productively and adequately after some time – similarly as they can't choose procedures and accept that these techniques will at present be successful later on in a changing focused condition (Hill and Jones, 2013).

An examination conveyed by Gupta (2009) uncovered that fruitful execution of procedure depends incompletely on the association's structure. An association's structure is a way to enable administration to accomplish its destinations. Since goals are gotten from the association's general methodology, it is just coherent that the two must be connected. As such, structure ought to take after technique. This infers the structure should change with change in hierarchical methodology.

Markiewicz's (2011) think about additionally mirrored the significance of procedures and structures in the fruitful usage of methodologies and recommended that inventiveness, development, and view of an association as procedures are vital in actualizing systems. Powerful structures give the steadiness a firm need to effectively execute its techniques and keep up its current upper hands while at the same time giving the adaptability to create points of interest it will require later on. 
Basic strength gives the limit the firm requires to reliably and typically deal with its everyday work schedules while basic adaptability gives the chance to investigate aggressive potential outcomes and afterward distribute assets to exercises that will shape the upper hands the firm should be fruitful later on (Hitt, Ireland, and Hoskisson, 2013). Spulber (2009) expressed that a standout amongst the most fundamental parts in the administration of system execution is to outline a hierarchical structure that is in accordance with the worldwide technique of the organization.

2.3.2 Leadership Styles and Implementation of Strategic Plan

A study carried by Hambrick & Cannella in the year (2013) expressed that while an all-around figured methodology, a solid and compelling pool of abilities and human capital are critical assets for system achievement, and poor administration is one of the fundamental obstructions in effective technique execution. Hendry and Kiel (2014) contended that the (CEO) and best administration must underscore the different interfaces inside the association. One key test in fruitful procedure execution is guaranteeing workers' upfront investment and coordinating their capacities and business understanding toward the new technique. Along these lines, the requirement for viable initiative exceeds some other factor.

Larson & Kulchitsky in their (2010) paper tended to this issue from an alternate point of view; they proposed that without viable authority, clashing needs will bring about poor coordination since workers will speculate that best administration wants to evade possibly undermining and humiliating conditions. Another part of authority includes improving correspondence inside the association. As per (Lehner, 2014) blocked vertical correspondence has an especially vindictive impact on a business' capacity to actualize and refine its procedure. So also; Okumus (2013) contemplated the connection between an
organization's corporate correspondence capacity and its usage of procedure and found that CEOs center around marking and notoriety and organize inner correspondence.

Coordination of exercises, streamlining of procedures, adjusting the authoritative structure, and keeping workers roused and focused on system execution are key duties of the initiative (Sterling, 2013). Otley (2011) distinguished the part of the board, which is to guarantee consistency among asset assignment, forms, and the association's planned methodology. Sterling (2013) alluded to poor coordination crosswise over capacities and deficient down-the-line administration aptitudes and advancement as enemies of methodology usage.

Similarly, Larson and Kulchitsky (2010) think about on without a moment to spare obtaining presumed that the dedication and authority of best level administration is basic in procedure execution. In an investigation including Zimbabwe's state owned enterprises undertakings, Kasper (2012) found that generally low administration association in system execution prompted incomplete procedure achievement in the association examined. Analysts have likewise analyzed the impact of various leveled authority in actualizing techniques. Kasper (2012) ponder presumed that it was just when pioneers’ viability at various levels (chains of command) was considered in the total that critical execution change happened while actualizing techniques.

Taylor (2013) stated that so as to have all labourers accomplishing the vital comprehension of the organization vision and objectives, give responsibility and effectively get engaged with making an interpretation of the vital plans into implementable exercises with quantifiable outcomes, solid and unequivocal authority is expected to drive the course. Taylor fights that key pioneers oversee radical change to accomplish emotional enhancements in hierarchical exercises. Such pioneers impart inside and remotely with an open administration style, endeavouring to assemble another culture in which representatives can feel included.
Thompson and Strickland (2007) add to this view by observing that strategic leadership keeps organizations innovative and responsive by taking special plans to foster, nourish and support people who are willing to champion new ideas, better services, new products and product applications. In his study “Effect of selected variables on corporate performance,” Awino (2011) postulates that for a strategy to be effectively implemented, a committed leadership must champion it. He further argues that; any corporate agenda will be a successful initiative if the analysis and commitment have come from the corporate office headed by the Chief Executive Officer (CEO) and team members who have the holistic view of the firm and its environment.

Accordingly, it is the CEO who will shape and have a definitive obligation regarding accomplishing the vital desire of the partnership. The CEO and administration colleagues should invest much energy to comprehend ramifications of the progressions that are in their general vicinity of task and the general condition, at that point create motivation for successfully executing the key intend to suit the new circumstance (Awino, 2011).

In his examination "An observational examination of parts of vital detailing and execution with vast private firms in Kenya," Aosa (2012) watched that administrative association had little effect on technique usage among neighbourhood organizations however noteworthy among outside organizations. Albeit key arrangement usage is seen to be related with great firm execution, the hierarchical administration could impact the accomplishment of foreseen comes about.

2.3.3 Resource Allocation and Implementation of Strategic Plan

Gerald (2010) contends that dispensing assets to specific divisions and offices does not imply that techniques will be effectively executed. This is on the grounds that various factors generally deny successful asset distribution. These incorporate overprotection of assets,
excessively awesome accentuation on here and now monetary criteria, hierarchical arrangements, dubious system targets hesitance to go for broke, and absence of adequate learning. Additionally, settled associations may encounter changes in the business condition that can make an extensive piece of their asset base excess assets, which might be not able free adequate assets to put resources into the new assets that are required and their cost base will be too high (Hambrick and Cannella, 2013).

Changes don't actualize themselves and it is just individuals that get them going. Choosing individuals for the key positions by putting a solid administration group with the correct HR and blend of abilities is one of the principal system execution steps (Jay, 2013). Gathering an able group is one of the foundations of the association building undertaking. Technique usage must decide the sort of center administration group they have to execute the procedure and after that locate the opportune individuals to fill each space. Staffing issues can include new individuals with abilities (Kasper, 2012).

Otley (2011) watches that individuals' acumen innovativeness, aptitudes, experience and duty are important towards powerful execution. Be that as it may, choosing capable individuals for key positions remains a test to numerous associations. Sterling (2013) affirms that one of the inhibitors of technique execution is the absence of assets; assets are either insufficient or inaccessible when required. Lacking or deficient HR contribute essentially to an association test of effectively actualizing methodologies. Because of the aptitudes deficiency, it isn't just hard to enlist the correct ability yet in addition to hold the correct ability. High official turn supervises an excessive number of key directors leave before a system is completely executed (Zaribaf and Bayrami, 2010).
In his examination "An investigation of hierarchical learning process in benefactor offices in Nairobi," Amulyoto (2014) watches this has prompted now and again wastages in asset utilization particularly in alleviation associations amid sustenance conveyance for long haul designs. The need to perceive deficiency of assets and the goal to create both the current and expected new assets is basic in convincing pioneers and administrators to propel the association towards compelling key arrangement execution.

As indicated by Schein and Edgar (2014) there is nobody specific variable that is vital of each other however the human asset and money related assets are constantly positioned higher than the rest. It is through great preparing and improvement of human asset that different assets wind up reasonable and nearly checked to accomplish key objectives (Pearce and Robinson, 2009). On the off chance that representatives are offered high employer stability through inspiration, strengthening, current and dependable working frameworks and favorable condition to be imaginative, they will tend to protect association assets and henceforth work towards accomplishing long haul objectives as found in the key designs (Prahalad and Hamel, 2010).

Obviously, for compelling usage of vital plans, representatives require to be at specific work stations for a time of good time sufficiently long for execution to happen. Professional stability, inspiration and strengthening plainly work towards holding representatives over a long stretch sufficiently fit to partake completely in execution of key designs. The association with sufficient assets will no doubt accomplish a higher maintenance of staff if every other variable is not a deterrent (Wheelan & Hunger, 2011).

2.3.4 Employee’s Involvement and Implementation of Strategic Plan

Okumu Ferzi (2013) states that vital organizers consider diverse methodologies like taking learning as a hub in association, required cooperation between vital organizers and human asset supervisors, creating organizing associations and changing the idea of vital arranging. In
best associations, it is hard to recognize key arranging and human asset administration, these two participate as a group. At display time, the part of facilitators of formal key projects has diminished or even expelled. Rather, a progression of new arranging has supplanted that influenced human asset and undertaking director's connections. This new group's activity is to help extend supervisors giving fundamental working staff (required HR) at each stage (Lehner, 2014).

Mapetere and Mavhiki (2012), states that for fruitful execution of systems, supervisors ought to have high relational and human abilities. All exercises improved the situation usage of methodology impact the two supervisors and work force. Each division of an association tries to answer the inquiries what they ought to improve the situation executing association's procedures appropriately. Usage of techniques is likewise handy vital administration. The reason for executing procedures is that directors and workers team up to perform defined vital arranging. At the end of the day, executing is the most troublesome advance in Strategic administration process and need a sort of self-controlling as well. Execution achievement relies upon inspiring representatives, which is the craft of directors. It is inefficient employment if planned methodologies would never have been actualized (Okumus, 2013).

As per Sterling (2013) administrators should see talented workers as the most vital key assets and the mystery of association's development. For the most part, in light of encounters in some enormous organizations, four measurements are considered. In the first place, finding new thoughts among overall key supervisors by means of beating unpredictable issue against advancement, second, utilizing learning for creating new items and engaging association in focused condition, third, utilizing present day innovation for conveyance channels and ultimately changing dispositions towards decreasing client's expenses through current innovation and esteem chain thought; this approach is called "development based on inside possibilities".
Alexander (2015) proposes that there are numerous issues which over portion of the organizations experienced every now and again, for example, the included representatives have deficient abilities to play out their occupations, bring down level workers are insufficiently prepared, and departmental chiefs give lacking administration and bearing. These three are the most incessant system execution issues in connection to human asset. Line-level workers may utilize delay or counteract endeavors toward change that they find especially undermining or upsetting.

Nutt (2016) proposes that administrative strategies and initiative style can assume a urgent part in defeating the lower-level obstructionism that is predominant in numerous usage endeavors. Vital choices are by and by figured by senior-level directors of the firm and afterward authoritatively forced on bring down level administration and non-administration representatives with little thought of the subsequent 18 practical level discernments (Nutt, 2016). In the event that lower-level administration and non-administration work force don't know about a similar data, or if data must go through a few (administration) layers in the association, accord with respect to that data may never occur. In this manner, the absence of imparted information to bring down level administration and non-administration workers makes a boundary to fruitful technique usage (Noble, 2011).

In an investigation including 172 Slovenian organizations, Nigel and Slack (2012) showed that administrators for the most part depend on arranging and sorting out exercises while actualizing systems, while the greatest deterrent to technique usage and execution is poor authority. Their outcomes demonstrated that adjusting the authoritative structure to serve the execution of technique affects execution. Peteraf and Bergen (2013) specified that HR administration assumes an essential part in the compelling methodology usage. It is imperative for both association offices and workers to be energetic about the procedure.
execution. Getting individuals included and having a persuading reward framework will impact the usage of technique.

2.3.5 Strategic Plan Implementation

Studies have been done on authoritative practices and execution of systems by various creators and researchers and numerous difficulties revealed. Maguire (2013) recognized a portion of the difficulties to technique usage to be: inability to take after the arrangement, poor correspondence, powerlessness to anticipate natural response. Andreas (2014), Kaplan and Norton (2004), Wheelan and Hunger (2008), Thompson and Strickland (2003) express that association structure, association culture, administration absence of staff inspiration are likewise among a portion of the difficulties confronted. Past research done by Ombati (2012); Simba (2010) additionally revealed some more difficulties, for example, absence of an upfront investment, accounts, absence of utilization of present day innovation, protection from change, and inability to include top administration in the usage procedure.

Turning nearer home some neighborhood considers have been done on hierarchical practices and execution of technique on nearby firms. Mogaka (2010) did an investigation on examination of difficulties of usage of the vital administration design in the Nairobi City Water and Sewerage Company. She thought of difficulties, for example, political impact, worker preparing, accessibility of assets and hierarchical change.

Narua (2011) did some examination on factors affecting execution of key designs in Savings and Credit agreeable social orders in Imenti North, Kenya. In this examination, the specialist recognized factors, for example, accessibility of assets, labor arranging, and administration style, enactment, and authoritative structure. Another examination on difficulties of methodology usage was finished by Chege (2011) on factors affecting the execution of vital plans in the Nairobi City Water and Sewerage Company. Chege distinguished factors, for
example, authority, authoritative assets, hierarchical structure, authoritative culture, hierarchical legislative issues and innovation.

Machuki (2011) did an examination on examination of the difficulties confronting execution of methodologies in nearby Authorities in Kenya: the instance of Kisii Municipal Council and recognized these difficulties to be; lacking remunerating framework, hierarchical culture, staff preparing, organization challenges, initiative, assets, strategies and techniques.

As indicated by Thompson and Strickland (2013), usage is a basic segment of key administration process and it is seen as the procedure that transforms the figured methodology into arrangement of activity and the outcome guarantee the vision, mission, technique and vital goals of the association are effectively accomplished as arranged. Execution is the procedure that transforms techniques and plans into activities to achieve vital targets and objectives. The basic activities move a key arrangement from a record that sits on the rack to activities that drive business development. Tragically, the dominant part of organizations who have vital plans neglect to execute them.

As indicated by a Fortune main story (2007), the vast majority of associations neglect to actualize their vital arrangement for some reasons. Roughly 60% of associations don't connect procedure to planning, 75% of associations don't interface worker motivating forces to technique, 86% of entrepreneurs and directors spend short of what one hour for each month talking about system, 95% of a commonplace workforce doesn't comprehend their association's methodology usage.

As indicated by Bhasin (2009), usage is the procedure through which a picked technique is put enthusiastically. It includes the outline and administration of frameworks to accomplish the best combination of individuals, structure, procedures and assets in accomplishing authoritative targets. A vital arrangement gives a business the guide it needs to seek after a particular vital course and set of execution objectives, convey client esteem, and be fruitful.
Be that as it may, this is only an arrangement, it doesn't ensure that the coveted execution is achieved any more than having a guide ensures the explorer touches base at the coveted goal.

Mintzberg (2003) proposed five meanings of technique. To him procedure could be viewed as plan, a ploy, an example, a position and a point of view. As an arrangement, system indicates an intentionally proposed strategy of an association. The procedure is composed ahead of time of activities and is produced intentionally. As a ploy, procedure is viewed as a move to outsmart contenders. As an example, methodology is viewed as an example developing in a surge of activities. Here system is viewed as a consistency in conduct and the procedure creates without aims. As a position, procedure is a method for finding an association in its condition. Also, finally, as a viewpoint, system comprises of a position and of an instilled method for seeing the world. It gives an association character or an identity. Johnson and Scholes (2012) characterize technique as the heading and extent of an association over a long haul through its arrangement of assets inside a changing domain to address the issues of market and satisfy partners' desire.

Concede (2008) calls attention to that, system are major structures through which an association can all the while state its indispensable coherence and encourage its adjustment to the evolving condition. It is one of the best administration instruments for adapting to both outside and inside changes. It is the match between associations assets, aptitudes, natural openings and dangers, and the reasons it wishes to achieve. An investigation of vital arranging writing (Byars, 2013; Pearce and Robinson 2013) uncovers that key arranging is a procedure comprising of two stages, in particular: Strategy plan; and system execution. Chan and Renee (2012) distinguished an extra level basic for methodology execution: the arrangement of individuals behind a technique; culture of trust; and duty.
### 2.4 A Summary of Review and Research Gap

#### Table 1.1: Summary of Literature and Research Gaps

<table>
<thead>
<tr>
<th>Variable</th>
<th>Researchers and year</th>
<th>Title of the study</th>
<th>Findings</th>
<th>Research gap</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Organizational structure</strong></td>
<td>Pearce and Robison (2010)</td>
<td>Success in strategy implementation</td>
<td>The structure of the organization should be consistent with the strategy to be implemented</td>
<td>No reference is given to show what other scholars have done, in other parts of the world.</td>
</tr>
<tr>
<td></td>
<td>Hill &amp; Jones, (2013)</td>
<td>Implementing a company’s business model</td>
<td>Major task of implementing strategy is to create a fit between the company’s goals and its other activities</td>
<td>The research never addressed the implementation of strategic plan in details.</td>
</tr>
<tr>
<td></td>
<td>Bimani and Longfield-Smith (2012)</td>
<td>Organisation structure and strategic change</td>
<td>Poor or inadequate information sharing, unclear responsibility and accountability, and working against the organizational power structure results in failed implementation process.</td>
<td>To ensure that the gap at the end should be brought out clearly.</td>
</tr>
<tr>
<td><strong>Leadership Styles</strong></td>
<td>Hambrick &amp; Cannella (2013)</td>
<td>Role of leadership in strategic planning</td>
<td>A strong and effective pool of skills and human capital are extremely important resources for strategy success</td>
<td>No evidence is given from global, regional and local level</td>
</tr>
<tr>
<td></td>
<td>Hendry &amp; Kiel (2014)</td>
<td>Employees empowerment and strategic plan implementation</td>
<td>Chief executive officer (CEO) and top management must emphasize the various interfaces within the organization</td>
<td>Mismatch in use of multiple regression against the sampling the sampling technique employed</td>
</tr>
<tr>
<td><strong>Okumus (2013)</strong></td>
<td>Link between a company’s corporate communication function and its implementation of strategy</td>
<td>CEOs focus on branding and reputation and prioritize internal communication.</td>
<td>The research concentrated on the private sector only</td>
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<tr>
<td><strong>Kasper (2012)</strong></td>
<td>Leadership in strategic plan implementation</td>
<td>Low leadership involvement in strategy implementation led to partial strategy success in the organization studied.</td>
<td>Study conducted in more developed countries</td>
<td></td>
</tr>
<tr>
<td><strong>Resource Allocation</strong></td>
<td><strong>Gerald (2010)</strong></td>
<td>Activities for and obstacles to strategic plan execution</td>
<td>Allocating resources to particular divisions and departments does not mean that strategies will be successfully implemented</td>
<td>Failed to give a preview on the performance of companies in the developing countries.</td>
</tr>
<tr>
<td><strong>Otley (2011)</strong></td>
<td>Managerial problems in strategic plan implementation</td>
<td>Observation was made that people's skills and creativity are fundamental on effective implementation.</td>
<td>Focused on large projects financed by the IMF and USAID</td>
<td></td>
</tr>
<tr>
<td><strong>Amulyoto (2014)</strong></td>
<td>An analysis of organizational learning process in donor agencies in Nairobi</td>
<td>The need to recognize shortage of resources and the objective to develop both the existing and expected new resources is critical in compelling leaders and managers to motivate the organization towards effective strategic plan implementation.</td>
<td>Only addressed two variables</td>
<td></td>
</tr>
<tr>
<td><strong>Curtin (2010),</strong></td>
<td><strong>Concept of strategic leadership</strong></td>
<td>Leadership involves encouraging employees to perform better by</td>
<td>The findings were only reflecting the challenges of water projects alone</td>
<td></td>
</tr>
<tr>
<td><strong>(2010),</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee’s Involvement</td>
<td>Okumu Ferzi (2013)</td>
<td>Various channels that management deem fit to access the employees</td>
<td>For successful implementation of strategies, managers should have high interpersonal and human skills.</td>
<td>Study should have sightseen a diversity of projects. The case study adopted was not adequate.</td>
</tr>
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<td>----------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Mapetere &amp; Mavhiki (2012),</td>
<td>Need for people to know clearly what they are supposed to do</td>
<td>Employees have to be given clear guidance to enable them successfully executing the strategy</td>
<td>Findings based on water projects only</td>
<td></td>
</tr>
<tr>
<td>According to Sterling (2013)</td>
<td>Strategy execution success factors</td>
<td>Top Management should work with the most skilled employees as the most important strategic resources</td>
<td>Only capitalized on the big companies</td>
<td></td>
</tr>
</tbody>
</table>

Source: Author (2018)
2.5 Conceptual Framework

A conceptual framework is a schematic showing the relationship between the study variables. The dependent variable is the Implementation of strategic plan while the independent variables includes organisation structure, leadership styles, resource allocation and employee’s involvement.

### Independent Variables

**Management Practices**

- **Organisation structure**
  - Work specialization
  - Chain of Command
  - Span of Control

- **Leadership styles**
  - Laissez-Faire
  - Autocratic
  - Participative
  - Transactional

- **Resource allocation**
  - Finances
  - Human
  - Physical

- **Employee’s involvement**
  - Participation in implementation
  - Team buildings
  - Trainings

### Dependent Variable

**Implementation of strategic plan**
- Infrastructure development
- Increased membership

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**Figure 2.2: Conceptual Framework**

Source, Author (2018)
CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction
This chapter presents research methodology which includes research design, target population and sampling technique that was used for collecting primary and secondary data and further analysing the data in the study.

3.2 Research Design
The research design that was employed in this research was both descriptive and explanatory research design. Descriptive studies portray the variables by answering who, what, and how questions. According to Mugenda and Mugenda (2003), descriptive design is a process of collecting data in order to test hypothesis or to answer the questions of the current status of the issue under study. This design enabled the researcher to analyse the organisational practices and implementation of strategic plan in Anglican Church of Kenya Head Office in Nairobi County, Kenya.

3.3 Target Population.
Target population is that population to which a researcher wants to generalize the results of a study (Mugenda & Mugenda, 2013). The study target population which formed our unit observation was ACK Head Office in Nairobi County. The study unit of observation was made up 5 top management, 20 members of clergy, 35 staff members working in different departments in the head office and 60 church council members representing Church Councils in Nairobi County. The said target population was critical to this study because it gave first-hand information to the researcher.
### Table 3.2 Target Population

<table>
<thead>
<tr>
<th>Population Category</th>
<th>Population Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Management</td>
<td>5</td>
</tr>
<tr>
<td>Member of Clergy</td>
<td>20</td>
</tr>
<tr>
<td>Other Staff</td>
<td>35</td>
</tr>
<tr>
<td>Church Council Member</td>
<td>60</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>120</strong></td>
</tr>
</tbody>
</table>

Source: Author, (2018)

### 3.4 Sample Design

A census survey was employed in this study, which means all the 120 employees at the ACK Head Office were the respondents for the study. A census design was the best in this study based on the population accessibility. One of the major advantages of this design is that all employees have an equal opportunity to express their views.

### 3.5 Data Collection Methods

The study used questionnaire to collect primary data, which consisted of both open-ended and close-ended question. Neuman (2011) asserts that questionnaire is easy to address and consume less time, it also gives respondents freedom to express their view or opinion and also make suggestions. He further notes that questionnaire is used to enable the researcher to obtain more up-to-date information. Secondary data was obtained from relevant publications and literature review from ACK Archive and other libraries. The data collection process began by the researcher seeking authorization from the leadership of ACK.

### 3.5.1 Validity

Validity is the degree by which the content is represented by the test undertaken. Validity test which was employed by this study is the degree to which information collected employing a specific instrument spoken to a particular space or substance of a specific concept. Mugenda and Mugenda (2012) fight that the regular method in evaluating the substance legitimacy of a degree is to utilize a proficient or master in a specific field. A university supervisor was asked to comment on the representativeness and reasonableness of questions used in the instrument.
The study supervisor recommendations of adjustments to be made to the structure of the research instruments.

### 3.5.2 Reliability

This refers consistency of extent and is assessed using the test retest reliability method. Reliability is increased by including many similar items on a measure, by testing a diverse sample of individuals and by using uniform testing procedures. The researcher also computed a Cronbach alpha score of the instrument to be used to obtain the primary data. Cronbach alpha ranges between 0-1. Scores between 0-0.6 indicate that the instrument has a low reliability while scores of 0.7 and above indicate that the instrument has a high level of internal consistency and reliability (Cooper & Schindler, 2013).

#### Table 3.3: Reliability Analysis Results

<table>
<thead>
<tr>
<th>Scale</th>
<th>Cronbach's Alpha</th>
<th>Number of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organisation Structure</td>
<td>0.722</td>
<td>4</td>
</tr>
<tr>
<td>Leadership Styles</td>
<td>0.811</td>
<td>7</td>
</tr>
<tr>
<td>Resource Allocation</td>
<td>0.728</td>
<td>6</td>
</tr>
<tr>
<td>Employee’s Involvement</td>
<td>0.791</td>
<td>7</td>
</tr>
</tbody>
</table>

Reliability analysis was done using Cronbach’s Alpha which measured the internal consistency by establishing if certain item within a scale measures the same construct. Gliem and Gliem (2013) established the Alpha value threshold at 0.7, thus forming the study’s benchmark. Cronbach Alpha was established for every objective which formed a scale. The table shows that leadership styles had the highest reliability ($\alpha = 0.811$), followed by employee’s involvement ($\alpha = 0.791$) followed by resource allocation ($\alpha = 0.728$) and then organisation structure ($\alpha = 0.722$). This illustrates that all the four variables were reliable as their reliability values exceeded the prescribed threshold of 0.7.
3.6 Data Analysis and Presentation

Raw data obtained from the study field in raw form is sometimes difficult to analyse, such data must be cleaned, coded and keyed into a computer and analysed, (Mugenda & Mugenda, 2012). Data was tabulated and analysed for purpose of clarity, using SPSS Version 21 software. The descriptive statistical tools were used to analyse the collected data. Descriptive statistical tools were used to analyze quantitative data whereby computers software’s were used to generate tabulations, percentages, and measures of central tendency. Tables were used to present responses and facilitate comparison. Qualitative data was analyzed using narrative statements based on the relevant thematic areas and the findings given in prose form. To quantify the strength of the relationship between the variables, the researcher conducted a multiple regression analysis. The regression model is:

\[ Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon \]

Whereby \( Y = \) Implementation of strategic plan

\( \beta_0 = \) Autonomous Factor

\( X_1 = \) Organization structure

\( X_2 = \) Leadership styles

\( X_3 = \) Resource allocation

\( X_4 = \) Employee’s involvement

\( \beta_1, = \) Coefficient for Organization structure

\( \beta_2, = \) Coefficient for leadership styles

\( \beta_3, = \) Coefficient for Resource Allocation
\[ \beta_4 = \text{Coefficients for Employee involvement} \]

\[ \varepsilon = \text{Error term – captures all relevant variables not included in the model because they are not observed in the data set.} \]

This regression relationship showed the extent to which each independent variable influenced the dependent variable.

### 3.7 Ethical Considerations

An introductory letter accompanied each questionnaire and interview guide to seek consent and voluntary participation of the respondents and ensure that the research was done in an ethical manner. The letter explained the purpose of the research study and assured confidentiality. Consequently, data and information was treated confidentially in a way that it will not cause harm to participants. Throughout the project, the work of others was acknowledged objectively by use of citation and references.
CHAPTER FOUR

DATA ANALYSIS, INTERPRETATIONS AND PRESENTATIONS

4.1 Introduction
This chapter discusses the analysis, interpretation and presentation of the findings obtained from the field. The purpose of this study was to analyse the management practices influencing effective implementation of strategic plan in Anglican Church of Kenya Head Office in Nairobi City County, Kenya. Further the study sought to determine how organisation structure, leadership styles, resource allocation and employee’s involvement affects implementation of strategic plan in the Anglican Church Head Office. The chapter presents the social demographics characteristics of the respondents and further analysis on the specific variables each at a time. Both inferential statistics and descriptive statistics have been used to discuss the findings of the study.

4.2 Response Rate
This study research employed a census survey whereby 120 employees at the ACK Head Office were issued with questionnaires.

Table 4.4: Response Rate

<table>
<thead>
<tr>
<th>Response Rate</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Questionnaires Received</td>
<td>116</td>
<td>97</td>
</tr>
<tr>
<td>Questionnaires Never Returned</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>Total</td>
<td>120</td>
<td>100</td>
</tr>
</tbody>
</table>

Out of the 120 respondents 116 questionnaires were received back giving a response rate of 97%. Mugenda (2012) states that a 50% response rate is adequate, 60% is good and above 70% is rated very well. The response was therefore rated very well. The commendable response rate was achievable after the researcher administered the questionnaires personally and made personal visits and phone calls to remind the respondents to fill-in and return the questionnaires. In the descriptive statistics, relative frequencies, pie charts and graphs were
used in some questions and other were analyzed using mean scores with the help of Likert scale ratings in the analysis.

4.3 Respondents Demographic Information
This section entails the respondents, gender, period of work that they had been working in the Anglican Church of Kenya Head Office and their level of education. The study findings were as presented in each of the section.

4.3.1 Respondents Gender
The respondents were requested to specify their specific gender. The research findings were illustrated in the Figure 4.3.

![Figure 4.3: Respondents Gender](image)

The study Findings as were shown in the figure 4.3 shows that 59.5 percent of the respondents were males whereas 40.5 percent of the respondents indicated that they were female. This shows that the study research included both the males and the females but the majority of the respondents in the study were males, thus the study was not gender biased.

4.3.2 Period of Work at ACK Head Office
Respondents were requested to indicate their working period at Anglican Church of Kenya Head Office. The research results were as illustrated in the Figure 4.4
As shown in the Figure 4.4, 45.7% of the respondents indicated that they had worked at Anglican Church of Kenya Head Office for a duration of 7 to 10 years, 26.7% indicated that they had worked for a period of 4 to 7 years, 14.7% indicated that they had worked for a period of more than 11 years and 12.9% indicated that they had worked at the headquarters for a period of less than 3 years. Thus, the study indicates that most of the respondents involved in the study had worked at Anglican Church of Kenya Head Office for a duration of 7 to 10 years. The participants were well experienced and were in a position to give credible information pertaining the study.

4.3.3 Level of Education

On the level of education, the participants were requested to state the level of education that they had attained. The research results were as illustrated in the Figure 4.5

Figure 4.4: Period of Service

Figure 4.5: Highest Education Level
As was shown in the Figure 4.3, the study shows that 45% of the respondents indicated that they had acquired a diploma as their highest education level, 32% indicated that they had a bachelor’s degree as their highest academic level, 15% of the respondents indicated that they had acquired a master’s degree as their highest education level while only 8% had a doctorate as their highest level of academic qualification. Thus, the study indicates that majority of the employees at the ACK Head Office had a diploma as their highest education level.

4.4 Descriptive Analysis

4.4.1 Organisation Structure and Implementation of Strategic Plan

The respondents were asked to indicate if successful strategy implementation depends on organizational structure. The study findings were as presented in the figure 4.6

![Primary Organizational Structure](image)

**Figure 4.6: Primary Organizational Structure**

As shown in the Figure 4.6, the study shows that 95.7% of the respondents indicated that they agreed that Successful strategy implementation depends on organizational structure whereas 4.3% of the respondents were of the contrary opinion. Thus, the study indicates that successful strategy implementation to a large extent is influenced by an organisation structure.
Majority of the respondents indicated that successful strategy implementation depends on organizational structure because the firm’s key activities and the way in which they will be coordinated to achieve the organisation’s strategic purpose depends on the structure of the organization. Additionally, respondents indicated that organizational structure puts in place checks & controls that will help in implementation of the strategic plan and also that it acts as the foundation of the institution giving reference point and linkages to all operations.

The respondents were asked to indicate the extent to which the listed factors about organisation structure influence implementation of strategic plan at Anglican Church of Kenya. A scale whereby (1= strongly disagree, 2=disagree, 3 = moderate 3 = Agree 5 = strongly agree) was used. The study findings were as presented in the table 4.5

**Table 4.5: Organisation Structure Influence on Implementation of Strategic plan**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>S. D</th>
</tr>
</thead>
<tbody>
<tr>
<td>The structure of Anglican Church of Kenya has helped the church meet its strategic objectives through job specialisation and formation of department dealing with specific issues</td>
<td>3.974</td>
<td>0.809</td>
</tr>
<tr>
<td>The Anglican church chain of command plays a role in coordination and supervision of a strategic plan implementation.</td>
<td>3.966</td>
<td>0.922</td>
</tr>
<tr>
<td>The structure helps the church to minimise and manage the span of control</td>
<td>4.095</td>
<td>0.890</td>
</tr>
<tr>
<td>The church structure allow leaders to better evaluate the work of their subordinates</td>
<td>4.164</td>
<td>1.006</td>
</tr>
</tbody>
</table>

As was shown in the Table 4.5, majority if the respondents agreed that: the church structure allow leaders to better evaluate the work of their subordinates as illustrated by a mean of 4.164 and a standard deviation of 1.006. Further the structure helps the church to minimise and manage the span of control as was shown by a mean of 4.095 and a standard deviation of 0.890. Further the respondents agreed that the structure of Anglican Church of Kenya has helped the church meet its strategic objectives through job specialisation and formation of
department dealing with specific issues as was indicated by a mean of 3.974 and a standard deviation of 0.809. Further respondents were in agreement that the Anglican church chain of command plays a role in coordination and supervision of a strategic plan implementation as was indicated by a mean of 3.966 and a standard deviation of 0.922.

Respondents were asked to indicate how else the organisation structure influence implementation of strategic plan at Anglican Church of Kenya. Majority of the respondents indicated that the relationship between internal and external service quality should be enhanced. Also, the respondents indicated that organisation structure will divide the strategic plan into small segments and tasks which will then be assigned to different levels of the organisational structure and also that through adoption and domestication of the strategy from one level to another. The study findings agree with those of Pearce and Robison who published his work (2010) who asserted that organisation structure to a large extent influence successful implementation of strategic plans. Also, the findings agree with those of Nelson & Quick, (2011) who asserted that each department has goals which are broken down into tasks as the basis for jobs and then jobs are grouped into departments.

4.4.2 Leadership Styles on Implementation of Strategic Plan

The respondents were asked to indicate their opinion as to whether the leadership styles influenced implementation of strategic plan at Anglican Church of Kenya. The research results were as illustrated in the Figure 4.7
Figure 4.7: Leadership Styles Influence
As was shown in the Figure 4.7, 94.8% of the respondents agreed that leadership styles influence implementation of strategic plan at Anglican Church of Kenya whereas 5.2% of the respondents were of the contrary opinion.

The respondents were asked to indicate how the leadership styles influence implementation of strategic plan at Anglican Church of Kenya. Majority of the respondents indicated that some leaders do not follow the strategic plan and thus bring management confusion and poor allocation of resources. Further the respondents indicated that the leadership should be enhanced at all levels of management and that the leaders bears the vision, mission and values that the institution wishes to espouse and so the level personal influence on those led, team playing and time spent clarifying the vision influences the implementation.

Further the majority of the respondents indicated that in democratic leadership style, juniors are involved in certain decision making also that there is encouraged team work, open communication, constant feedback thus improving the implementation of strategic plan in ACK. Respondents also indicated that ACK has a kind of leadership that lacks direct supervision of employees and fails to provide regular feedback to those under supervision. Respondents indicated that this kind of leadership has negative impact/influence in ACK in that; it hinders the production of employees needing supervision, has no supervision efforts
from managers thus lead to poor production and lack of control so negatively influencing implementation of strategic plan at ACK.

Also, majority of the respondents indicated that ACK also has an Episcopal leadership whereby the leader makes final decisions. Top management possess total authority and impose their will on employees. No one challenges the decisions of autocratic leaders. Respondents indicated that this leadership style benefits employees who require close supervision but again demotivates those who feel that they should be involved in decision making and require less supervision. This can have a two-way (negative or positive) influence in implementation of strategic plan in ACK.

The respondents were asked to indicate the extent to which the listed factors on leadership styles influence implementation of strategic plan at Anglican Church of Kenya. A scale whereby (1 = strongly disagree, 2 = disagree, 3 = moderate 3 = Agree 5 = strongly agree) was used. The study findings were as presented in the table 4.6
### Table 4.6: Leadership Styles Influence on Implementation of Strategic Plan

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>S.D</th>
</tr>
</thead>
<tbody>
<tr>
<td>Autocratic leadership acts as the catalyst that makes all other organs at church to work together</td>
<td>4.121</td>
<td>0.890</td>
</tr>
<tr>
<td>Laissez-Faire leaders at Anglican Church of Kenya help in formulating and communicating new strategic directions</td>
<td>4.216</td>
<td>1.042</td>
</tr>
<tr>
<td>Participative and transaction leaders at Anglican Church of Kenya motivates employees in the achievement of the organisation goals</td>
<td>4.207</td>
<td>0.976</td>
</tr>
<tr>
<td>Proper leadership is made of several components; planning, organizing, staffing, directing, and controlling for the purpose of accomplishing a goal</td>
<td>4.026</td>
<td>0.968</td>
</tr>
<tr>
<td>Effective leadership styles helps in effective implementation of strategic plan at Anglican Church of Kenya</td>
<td>4.103</td>
<td>0.875</td>
</tr>
<tr>
<td>Anglican Church of Kenya has Visionary leaders who enhances a conducive environments for effective implementation of strategic goal</td>
<td>4.052</td>
<td>1.141</td>
</tr>
<tr>
<td>Team leaders shape organisation norms and organise shared action in the church</td>
<td>4.147</td>
<td>1.170</td>
</tr>
</tbody>
</table>

As shown in the Table 4.6, the study shows that majority of the respondents agreed that; Laissez-Faire leaders at Anglican Church of Kenya help in formulating and communicating new strategic directions which was shown by a mean of 4.216 and a standard deviation of 1.042. Also participative and transaction leaders at Anglican Church of Kenya motivate employees to increase dedication to organizational goals this was indicated by a mean of 4.207 and a standard deviation of 0.976.

Further the respondents agreed that team leaders shape collective norms and coordinate collective action in the church as was shown by a mean of 4.147 and a standard deviation of 1.170. Also, autocratic leadership acts as the catalyst that makes all other organs at church to work together this was indicated by a mean of 4.121 and a standard deviation of 0.890.
Additionally, respondents agreed that effective leadership styles facilitate smooth implementation of strategic plan at Anglican Church of Kenya as was shown by a mean of 4.103 and a standard deviation of 0.875 and that Anglican Church of Kenya has visionary leaders who create enabling environments smooth implementation of strategic goal as was indicated by a mean of 4.052 and a standard deviation of 1.141.

Respondents were asked to indicate how else the leadership styles influence implementation of strategic plan at Anglican Church of Kenya. Majority of the respondents indicated that it creates room for the junior staff to have a voice on matters development and that poor leadership will lead to poor achievement of the strategic plan. Additionally, the respondents indicated that leadership styles would influence positively or negatively the strategic plan at ACK depending on particular task(s) and nature of employees with certain characteristics.

The study findings concur with those of Hambrick & Cannella (2013) who revealed that a human capital and finances are very important resources for the success of any strategy and poor leadership remains the main obstacle to strategy implementation. The study findings also go hand in hand with those of Larson & Kulchitsky (2010). They stated that in the absence of effective leadership, conflicting priorities will result in poor coordination because employees will suspect that top management prefers to avoid potentially threatening and embarrassing circumstances. Additionally, the study findings agree with those of Sterling (2013), he asserted that coordination of activities, streamlining of processes, aligning the organizational structure, and keeping employees motivated and committed to strategy implementation are key responsibilities of the leadership.

4.4.3 Resource Allocation on Implementation of Strategic Plan

The respondents were asked to indicate whether resource allocation had any influence on implementation of strategic plan at Anglican Church of Kenya. The study findings were as represented in the Figure 4.8
Figure 4.8: Resource Allocation Influence

As was indicated in the Figure 4.8, the study indicated that 97.4% of the respondents agreed that resource allocation influence implementation of strategic plan at Anglican Church of Kenya whereas 2.6% of the respondents indicated otherwise. Thus, the study indicates that resource allocation influence implementation of strategic plan at Anglican Church of Kenya as was indicated by majority of the respondents.

Respondents were asked to indicate how resource allocation influence implementation of strategic plan at Anglican Church of Kenya. Majority of the respondents indicated that it helps to grow mission work in areas such as Sunday school, youths, boys and girls brigade and adults. Also, the respondents indicated that strategic plan implementation will require enough resources because poor resource allocation will lead to poor implementation of the strategic plan.

Respondents further indicated that all types of resources among them human and financial material are the fuel that energize movement of plans and also that resource allocation largely influences implementation of strategic plan at ACK. Activities and planning’s need to be funded adequately. Lack of adequate funding leads to poor planning which in turn demotivation of employees towards certain projects needing resources.
Respondents were asked to indicate the extent to which they agreed on factors of resource allocation influence implementation of strategic plan at Anglican Church of Kenya. A scale whereby (1= strongly disagree, 2=disagree, 3= moderate 3 = Agree 5 = strongly agree) was used. The study findings were as represented in the Table 4.7

Table 4.7: Resource Allocation Influence on Implementation of Strategic Plan

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>S.D</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of adequate resources namely funds, machinery /equipment, human capacity, skills and experience hampers implementation of strategic plan at Anglican Church of Kenya</td>
<td>3.612</td>
<td>0.918</td>
</tr>
<tr>
<td>Financial resources are the major determining factors of strategy implementation processes at Anglican Church of Kenya</td>
<td>4.138</td>
<td>1.314</td>
</tr>
<tr>
<td>Overprotection of physical resources prohibit effective resource allocation</td>
<td>4.284</td>
<td>1.082</td>
</tr>
<tr>
<td>Strategic management enables resources to be allocated according to priorities established by annual objectives</td>
<td>4.371</td>
<td>1.143</td>
</tr>
<tr>
<td>Lack of sufficient human resource on strategy implementation prohibit effective resource allocation</td>
<td>4.397</td>
<td>1.144</td>
</tr>
<tr>
<td>Organizational politics prevents effective resource allocation</td>
<td>4.448</td>
<td>1.207</td>
</tr>
</tbody>
</table>

As was shown in the Table 4.7, majority of the respondents agreed that; organizational politics prevents effective resource allocation this was shown by a mean of 4.448 and a standard deviation of 1.207 also that lack of sufficient human resource on strategy implementation prohibit effective resource allocation as was shown by a mean of 4.397 and a standard deviation of 1.144. Also, respondents agreed that strategic management enables resources to be allocated according to priorities established by annual objectives as was shown by a mean of 4.371 and a standard deviation of 1.082.

Additionally, the respondents agreed that; overprotection of physical resources prohibits effective resource allocation this was indicated by a mean of 4.284 and a standard deviation of 1.082. Further respondents agreed that financial resources are the major determining
factors of strategy implementation processes at Anglican Church of Kenya as was shown by a mean of 4.138 and a standard deviation of 1.314. Further, the study underscores that inadequate adequate resources in terms of finances, human capacity and machinery hampers implementation of strategic plan at Anglican Church of Kenya as was shown by a mean of 3.612 and a standard deviation of 0.918.

Respondents were asked to indicate how else the leadership styles influence implementation of strategic plan at Anglican Church of Kenya. Majority of the respondents indicated that the annual budget allocation may also compromise the activities that are likely to come up during financial year and also that leaders who are result oriented will bring the intended results and the reverse will be true. Further the respondents indicated that leadership styles determine areas of interest, which eventually receive greater attention and resources than others.

The study findings agree with those of Gerald (2010) who asserted that designating assets to specific divisions and offices does not mean that procedures will be effectively executed. This is often since a number of variables commonly forbid successful asset allotment. These incorporate overprotection of assets, as well incredible accentuation on short-term budgetary criteria and organizational arrangements. Also, the study findings go hand in hand with those of Amulyoto (2014) who asserted that the need to recognize shortage of resources and the objective to develop both the existing and expected new resources is critical in compelling leaders and managers to motivate the organization towards effective strategic plan implementation.

**4.4.4 Employee’s Involvement on Implementation of Strategic Plan**

Respondents were asked to indicate whether employee’s involvement affect implementation of strategic plan at Anglican Church of Kenya. The study findings were as presented in the Figure 4.9
Figure 4.9: Employee’s Involvement on Implementation of Strategic Plan
As was shown in the Figure 4.9, 88.8% of the respondents agreed that employee’s involvement affect implementation of strategic plan at Anglican Church of Kenya but 11.2% of the respondents were of the contrary opinion. Thus, the study shows that employee’s involvement affect implementation of strategic plan at Anglican Church of Kenya as was indicated by majority of the respondents.

Respondents were asked to indicate how employee’s involvement affect implementation of strategic plan at Anglican Church of Kenya. Majority of the respondents indicated that they are the human resource that drive the operations for the implementation of the strategic plan and also that employees are stakeholders in the church and therefore their involvement will help in achievement of the intended plan.

The respondents were asked to indicate the extent to which the factors of employee’s involvement influence implementation of strategic plan at Anglican Church of Kenya. A scale whereby (1= strongly disagree, 2=disagree, 3 = moderate 3 = Agree 5 = strongly agree) was used. The study findings were as presented in the Table 4.8
Table 4.8: Factors of employee’s involvement

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>S.D</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees are aware and own Anglican Church of Kenya strategic plan.</td>
<td>4.362</td>
<td>1.112</td>
</tr>
<tr>
<td>Employees are closely involved and participate in implementation of</td>
<td>4.112</td>
<td>0.889</td>
</tr>
<tr>
<td>Anglican Church of Kenya strategy plan</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employees at Anglican Church of Kenya are involved in making of decisions and policy that relate to strategy plan</td>
<td>4.172</td>
<td>0.957</td>
</tr>
<tr>
<td>Anglican Church of Kenya empowers employees to be more autonomous through team building and trainings, which greatly improves morale towards strategy plan implementation</td>
<td>4.190</td>
<td>0.928</td>
</tr>
<tr>
<td>Anglican Church of Kenya cultivate innovation/creativity and participatory culture through employee motivation, involvement and training</td>
<td>4.198</td>
<td>1.141</td>
</tr>
<tr>
<td>Anglican Church of Kenya promotes employee team cohesion, for proper functioning which enables strategic plan implementation</td>
<td>4.241</td>
<td>1.016</td>
</tr>
<tr>
<td>The organisation mission and goal are branded with employee’s in minds.</td>
<td>4.121</td>
<td>0.983</td>
</tr>
</tbody>
</table>

As was shown in the Table 4.8, majority of the respondents agreed that; employees are aware and own Anglican Church of Kenya strategic plan as was indicated by a mean of 4.362 and a standard deviation of 1.112, also that Anglican Church of Kenya promotes employee team cohesion, for proper functioning which enables strategic plan implementation as was shown by a mean of 4.241 and a standard deviation of 1.016. Further the respondents agreed that Anglican Church of Kenya cultivate innovation/creativity and participatory culture through employee motivation, involvement and training as was shown by a mean of 4.198 and a mean of 1.141. Additionally, the study indicated that Anglican Church of Kenya empowers employees to be more autonomous, through team buildings and trainings which greatly improves morale towards strategy plan implementation as was shown by a mean of 4.190 and a standard deviation of 0.928.
Further respondents agreed that; Employees at Anglican Church of Kenya are involved in making of decisions and policy that relate to strategy plan as was shown by a mean of 4.172 and a standard deviation of 0.957 also that the organisation mission and goal are branded with employee’s in minds as was indicated by a mean of 4.121 and a standard deviation of 0.983. Additionally, as was shown by a mean of 4.112 and a standard deviation of 0.889 respondents agreed that employees are closely involved and participate implementation of Anglican Church of Kenya strategy plan.

The respondents were asked to indicate how else employee’s involvement influence implementation of strategic plan at Anglican Church of Kenya. Majority of the respondents indicated that employees have different skills that are needed to implement a strategic plan and also that they have to participate in capacity building, seminars and workshops. The study findings agree with those of Okumu (2013) who asserted that key organizers consider distinctive approaches like taking information as a hub in organization, required interaction between vital organizers and human asset supervisors, creating organizing organizations and changing the nature of vital arranging. Too, the consider discoveries concur with those of Mapetere & Mavhiki (2012) who declared that all exercises done for usage of procedure impact both directors and staff. Each division of an organization tries to reply the questions what they ought to do for actualizing organization's techniques legitimately.

4.5 Strategy Implementation
The respondents were asked to indicate how they would rate the level of strategy implementation at Anglican Church of Kenya. The study findings were as presented in the Figure 4.10
Figure 4.10: Rating the Level of Strategy Implementation

As was shown in the figure 4.10, 57.8% of the respondents indicated that they would rate the level of strategy implementation at Anglican Church of Kenya as good, 30.2% would rate as fair, 6.9% would rate it as poor and 5.2% would rate it as excellent. Thus, the study indicates that majority of the respondents would rate the level of strategy implementation at Anglican Church of Kenya as good.

The respondents were asked to indicate the extent to which they agreed on the listed statements relating to implementation of strategic plan at Anglican Church of Kenya. A scale whereby (1= strongly disagree, 2=disagree, 3 = moderate 3 = Agree 5 = strongly agree) was used. The study findings were as presented in the table 4.9
Table 4.9: Factors Relating to Implementation of Strategic Plan

<table>
<thead>
<tr>
<th>Statements</th>
<th>Mean</th>
<th>S.D</th>
</tr>
</thead>
<tbody>
<tr>
<td>Successful strategy implementation in a big way depends on the ACK church structure</td>
<td>4.181</td>
<td>0.916</td>
</tr>
<tr>
<td>Strategy implementation procedures regularly results in difficulties if the tasks of responsibilities are not clear</td>
<td>4.250</td>
<td>1.040</td>
</tr>
<tr>
<td>Effectiveness of strategy implementation is to a large extent influenced by quality in terms of skills of people involved</td>
<td>4.491</td>
<td>1.248</td>
</tr>
<tr>
<td>ACK Church Policies are in full backing strategic change transformation which has enhanced infrastructure development</td>
<td>4.336</td>
<td>1.080</td>
</tr>
<tr>
<td>The church employees are fully involved in the process of implementation of strategic plan which has increased the church membership</td>
<td>4.190</td>
<td>0.938</td>
</tr>
</tbody>
</table>

As was shown in the table 4.9 above, the study indicated that majority of the respondents agreed that: effectiveness of strategy implementation is affected by the quality of people involved in the process as was shown by a mean of 4.491 and a standard deviation of 1.248 and also that Church Policies fully support strategic change transformation as was shown by a mean of 4.336 and a standard deviation of 1.080. Also, respondents agreed that strategy implementation processes frequently result in problems if the assignments of responsibilities are unclear as was shown by a mean of 4.250 and a standard deviation of 1.040.

Additionally, respondents agreed that; employees are consulted and involved in the process of implementation of strategic plan as was indicated by a mean of 4.190 and a standard deviation of 0.938 and also that successful strategy implementation depends largely on the primary church structure as was shown by a mean of 4.181 and a mean of 0.916. The study findings agree with those of Simba (2010) who asserted that there are challenges such as: need of a buy-in, funds, need of utilize of present day innovation, resistance to changes, and disappointment to include best administration within the execution handle amid methodology execution.
### 4.6 Correlation Analysis

**Table 4.10: Correlations**

<table>
<thead>
<tr>
<th></th>
<th>Implementation of strategic plan</th>
<th>Organization structure</th>
<th>Leadership styles</th>
<th>Resource allocation</th>
<th>Employee’s involvement</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Implementation of strategic plan</strong></td>
<td>Correlation Coefficient</td>
<td>1.000</td>
<td>.653</td>
<td>.633</td>
<td>.602</td>
</tr>
<tr>
<td>Sig. (1-tailed)</td>
<td></td>
<td>.</td>
<td>.476</td>
<td>.439</td>
<td>.335</td>
</tr>
<tr>
<td>N</td>
<td>116</td>
<td>116</td>
<td>116</td>
<td>116</td>
<td>116</td>
</tr>
<tr>
<td><strong>Organization structure</strong></td>
<td>Correlation Coefficient</td>
<td>.653</td>
<td>1.000</td>
<td>.142</td>
<td>.037</td>
</tr>
<tr>
<td>Sig. (1-tailed)</td>
<td>.000</td>
<td>.</td>
<td>.000</td>
<td>.003</td>
<td>.002</td>
</tr>
<tr>
<td>N</td>
<td>116</td>
<td>116</td>
<td>116</td>
<td>116</td>
<td>116</td>
</tr>
<tr>
<td><strong>Leadership styles</strong></td>
<td>Correlation Coefficient</td>
<td>.002</td>
<td>.001</td>
<td>.</td>
<td>.000</td>
</tr>
<tr>
<td>Sig. (1-tailed)</td>
<td></td>
<td>116</td>
<td>116</td>
<td>116</td>
<td>116</td>
</tr>
<tr>
<td>N</td>
<td>.602</td>
<td>.037</td>
<td>.046</td>
<td>1.000</td>
<td>.124</td>
</tr>
<tr>
<td><strong>Resource allocation</strong></td>
<td>Correlation Coefficient</td>
<td>.002</td>
<td>.000</td>
<td>.001</td>
<td>.</td>
</tr>
<tr>
<td>Sig. (1-tailed)</td>
<td></td>
<td>116</td>
<td>116</td>
<td>116</td>
<td>116</td>
</tr>
<tr>
<td>N</td>
<td>.648</td>
<td>.001</td>
<td>.008</td>
<td>.124</td>
<td>1.000</td>
</tr>
<tr>
<td><strong>Employee’s involvement</strong></td>
<td>Correlation Coefficient</td>
<td>.000</td>
<td>.001</td>
<td>.003</td>
<td>.000</td>
</tr>
<tr>
<td>Sig. (1-tailed)</td>
<td></td>
<td>116</td>
<td>116</td>
<td>116</td>
<td>116</td>
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<tr>
<td>N</td>
<td>116</td>
<td>116</td>
<td>116</td>
<td>116</td>
<td>116</td>
</tr>
</tbody>
</table>

On the correlation of the study variable, a Pearson moment correlation was conducted. From the finding in the table above, the study found that there was strong positive correlation coefficient between implementation of strategic plan and organization structure, as shown by correlation factor of 0.653, this relationship was found to be statistically significant as the significant value was 0.000 which is less than 0.05. The study found strong positive correlation between implementation of strategic plan and leadership styles as shown by correlation coefficient of 0.633, the significant value was 0.002 which is less than 0.05. The
study found strong positive correlation between implementation of strategic plan and resource allocation as shown by correlation coefficient of 0.602, this too was also found to be significant at 0.002 and finally the study found strong positive correlation between implementation of strategic plan and employee’s involvement as shown by correlation coefficient of 0.648 at 0.000 levels of confidence.

4.7 Regression Analysis

In this review, a numerous relapse investigation was directed to test the impact among indicator factors. The examination utilized (SPSS V 21.0) to code, enter and process the estimations of the numerous relapses. The model summary is presented in Table 4.11

Table 4.11: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.818a</td>
<td>.669</td>
<td>.652</td>
<td>.37290</td>
</tr>
</tbody>
</table>

The study used coefficient of determination to evaluate the model fit. The adjusted $R^2$—also called the coefficient of multiple determinations, is the percent of the variance in the dependent explained uniquely or jointly by the independent variables. The model had an average adjusted coefficient of determination ($R^2$) of 0.652 and which implied that 65.2% of the variations in implementation of strategic plan are explained by the independent variables understudy (Organization structure, leadership styles, resource allocation and employee’s involvement).

4.7.1 ANOVA

The study further tested the significance of the model by use of Analysis of Variance (ANOVA) technique. The findings are tabulated in Table 4.12
Critical value =1.96

From the ANOVA statics, a significance level of 0.1% was established. This means that the information in this study was perfect for making a conclusion on the populace parameters as the estimation of noteworthiness (p-value) was under 5%. The calculated value was greater than the critical value (11.75> 1.96) an indication that organization structure, leadership styles, resource allocation and employee’s involvement have a significant effect on implementation of strategic plan. The significance value was less than 0.05 indicating that the model was significant.

### 4.7.2 Coefficients of Determination

In addition, the study used the coefficient table to determine the study model. The findings are presented in the table below.

#### Table 4.13: Coefficients

<table>
<thead>
<tr>
<th>Coefficients</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>0.176</td>
<td>0.317</td>
<td>0.555</td>
<td>0.002</td>
</tr>
<tr>
<td>Organization structure</td>
<td>0.417</td>
<td>0.096</td>
<td>0.397</td>
<td>4.344</td>
</tr>
<tr>
<td>Leadership styles</td>
<td>0.596</td>
<td>0.143</td>
<td>0.67</td>
<td>4.168</td>
</tr>
<tr>
<td>Resource allocation</td>
<td>0.569</td>
<td>0.118</td>
<td>0.394</td>
<td>4.822</td>
</tr>
<tr>
<td>Employee’s involvement</td>
<td>0.492</td>
<td>0.122</td>
<td>0.413</td>
<td>4.033</td>
</tr>
</tbody>
</table>

As per the SPSS generated output as presented in table above, the equation \( Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon \) becomes:

\[
Y = 0.176 + 0.417X_1 + 0.596X_2 + 0.569X_3 + 0.492X_4
\]
From the regression model obtained above, a unit increase in organization structure would lead to an increase in implementation of strategic plan by a factor of 0.417; a unit change in leadership styles increase implementation of strategic plan by a factor of 0.596, a unit increase in resource allocation would lead to an increase in implementation of strategic plan by a factor of 0.569 and a unit change in employee’s involvement would lead to an increase in implementation of strategic plan by a factor of 0.492 and vice versa. The criteria for comparing whether the predictor variables were significant in the model was through comparing the obtained probability value and $\alpha=0.05$. If the probability value was less than $\alpha$, then the predictor variable was significant otherwise it wasn’t. All the predictor variables were significant in the model as their probability values were less than $\alpha=0.05$. 
CHAPTER FIVE
SUMMARY OF FINDINGS CONCLUSION AND RECOMMENDATIONS

5.1 Introduction
From the analysis of data collected, the following discussions, conclusion and recommendations were made.

5.2 Summary of Findings
The study sought to establish the effect of management practices on implementation of strategic plan in Anglican Church of Kenya Head office in Nairobi City County, Kenya.

The findings are discussed below as per each objective of the study.

5.2.1 Organisation Structure and implementation of strategic plan
The first objective of the study was to determine how organisation structure influences implementation of strategic plan in the Anglican Church, Head Office in Nairobi City County, Kenya. Majority of the respondents agreed that successful strategy implementation depends to a big extent on organizational structure. At the same time successful strategy implementation depends largely on the primary organizational structure because the firm’s key activities and the way in which they will be coordinated to achieve the organization strategic purpose depends on the structure of the organization. Organizational structure puts in place checks and controls that will help in implementation of the strategic plan as well as act as the foundation of the institution giving reference point and linkages to all operations.

Additionally, the study revealed that, the church structure allows leaders to better evaluate the work of their subordinates and that the structure helps the church to manage change. Further the study revealed that the structure of Anglican Church of Kenya has helped the church meet its strategic objectives. The structure plays a role in coordination and supervision of a strategic plan implementation. Further the study indicated that organisation structure influence implementation of strategic plan at Anglican Church of Kenya through leadership.
when direction given by top management in ACK is adequate, accessible and open to juniors or all staff, organization culture as the organization structure has free flow of communication and also through resource allocation when tasks and activities are adequately funded.

5.2.2 Leadership Styles and implementation of strategic plan

The second objective sought to analyse the influence of leadership styles on implementation of strategic plan in the Anglican Church. The study research revealed that leadership styles influence implementation of strategic plan at Anglican Church of Kenya. Further the study revealed that some leaders do not follow the strategic plan and thus bring management confusion and poor allocation of resources and also that leadership should be enhanced at all levels of management and that the leaders bears the vision, mission and values that the institution wishes to espouse and so the level personal influence on those led, team playing, time spent clarifying the vision influences the implementation.

Further the study revealed that in democratic leadership style, juniors are involved in certain decision making also that there is encouraged team work, open communication, constant feedback thus improving the implementation of strategic plan in ACK. Also, the study revealed that ACK has a kind of leadership that lacks direct supervision of employees and fails to provide regular feedback to those under supervision, respondents indicated that this kind of leadership has negative impact/influence in ACK in that; it hinders the production of employees needing supervision, has no supervision efforts from managers thus lead to poor production and lack of control so negatively influencing implementation of strategic plan at ACK.

Additionally, the study revealed that ACK also has an Episcopal leadership whereby managers and leaders make final decisions. Managers possess total authority and impose their will on employees. Employees are not allowed to challenges the decisions of Episcopal
elected leaders as this is seen as disobedience and gross misconduct. Further the study revealed that this leadership style benefits employees who require close supervision but again demotivates those who feel that they should be involved in decision making and require less supervision. The study also revealed that the leadership styles influence implementation of strategic plan at Anglican Church of Kenya and that it creates room for the junior staff to have a voice on matters development and that poor leadership will lead to poor achievement of the strategic plan. Also, that leadership styles would influence positively or negatively the strategic plan at ACK depending on particular task(s) and nature of employees with certain characteristics.

5.2.3 Resource Allocation and implementation of strategic plan

The third objective of the study was to assess the extent to which resource allocation influence implementation of strategic plan in the Anglican Church, Head Office in Nairobi County. The study revealed that a majority of the respondents agreed that all types of resources among them human and financial material are the fuel that energize movement of plans and also that resource allocation largely influences implementation of strategic plan at ACK. Activities and planning’s need to be funded adequately. Inadequate funding leads to poor planning and demotivation of employees towards certain projects needing resources.

Additionally, the study revealed that; organizational politics prevents effective resource allocation also that lack of sufficient knowledge on strategy implementation prohibit effective resource allocation. Also, the study revealed that strategic management enables resources to be allocated according to priorities established by annual objectives. Also, the study established that overprotection of resources prohibits effective resource allocation. Financial resources are the major determining factors of strategy implementation processes at Anglican Church of Kenya also that lack of adequate resources namely funds, machinery /equipment,
human capacity, skills and experience hampers implementation of strategic plan at Anglican Church of Kenya.

5.2.4 Employee’s Involvement and implementation of strategic plan
The fourth objective revealed that employee’s involvement affects implementation of strategic plan at Anglican Church of Kenya and that they are the human resource that drive the operations for the implementation of the strategic plan. Employees are stakeholders in the church and therefore their involvement will help in achievement of the intended plan.

Further the study revealed that employees are aware and own Anglican Church of Kenya strategic plan. ACK promotes employee team cohesion, for proper functioning which enables strategic plan implementation. The established that Anglican Church of Kenya cultivate innovation/creativity and participatory culture through employee motivation, involvement and training. Additionally, the study revealed that the church empowers employees to be more autonomous through trainings and team building which greatly improves morale towards strategy plan implementation. Additionally, the study revealed that employees at Anglican Church of Kenya are involved and participate in making of decisions and policy that relate to strategy plan also that the organisation mission and goal are branded with employee’s in minds.

Further the study revealed that employees are closely involved in progressive implementation of Anglican Church of Kenya strategy plan. Also, the study revealed that employee’s involvement influence implementation of strategic plan at Anglican Church of Kenya and that employees have different skills that are needed to implement a strategic plan and also that they have to participate in capacity building, seminars and workshops.

5.3 Conclusions
The study research on the first objective revealed that the Anglican church structure plays a role in coordination and supervision of a strategic plan implementation and that, the church
structure allows leaders to better evaluate the work of their subordinates. Thus, the study concludes that successful strategy implementation depends largely on the primary organizational structure of the church.

On the influence of leadership styles on implementation of strategic plan in the Anglican Church, the study concludes that leadership acts as the catalyst that makes all other organs at church to work together and also that leaders at Anglican Church of Kenya help in formulating and communicating new strategic directions.

The study also concludes that lack of adequate resources namely funds, machinery/equipment, human capacity, skills and experience hampers implementation of strategic plan at Anglican Church of Kenya. Further financial resources are the major determining factors of strategy implementation processes at Anglican Church of Kenya.

Study concludes that employees are aware and own the church strategic plan. Employees are closely involved in progressive implementation of the Church strategy plan. The study also concludes that employee’s involvement affects to a greater extent implementation of strategic plan at Anglican Church of Kenya.

According to the regression analysis there is a significant relationship between the four independent variable and implementation of strategic plan.

5.4 Recommendations

The study research established that the Anglican Church structure plays a role in coordination and supervision of a strategic plan implementation and hence the structure helps the church to manage change. Thus, the study recommends that direction given by top management in ACK should be adequate, accessible and open to juniors or all staff. The same should be communication to all the stakeholders for effectiveness.
Further the study revealed that team leaders shape collective norms and coordinate collective action in the church. Effective leadership styles facilitate smooth implementation of strategic plan at Anglican Church of Kenya. Thus, the study recommends that the church leadership should be visionary and create enabling environments for smooth implementation of strategic goal. The study also recommends that top leadership in church must emphasize the various interfaces within the organization.

The study established that overprotection of resources and lack of sufficient knowledge prohibits effective resource allocation. Thus, the study recommends that the church leadership should seek to acquire more skills and knowledge to be able to allocate financial resources appropriately for better strategy implementation. With regards to employee’s involvement the study research revealed that Anglican Church of Kenya empowers employees to be more autonomous, which greatly improves morale towards strategy plan implementation. The church cultivates innovation/creativity and participatory culture through employee motivation, involvement and training. Church leadership should recruit human resources who have diverse skills that for effective implementation of strategic plan.

According to regression analysis, there is significant relationship between the four independent variables and the implementation of strategic plan and therefore further research need to be undertaken to establish how other factors like organizational politics, general political atmosphere and information technology affect implementation of strategic plan.

5.5 Suggestions for Further Research Studies

The research was restricted to management practices on implementation of strategic plan in Anglican Church of Kenya, Head Office in Nairobi City County, Kenya.

According to model summary, the model had an average adjustment coefficient of determination ($R^2$) of 0.652. This implied that 65.2% of the variations implementation of
strategic plan are explained by the independent variables understudy namely organization structure leadership styles, resource allocation and employee involvement. For the remaining 34.8%, further research need to be undertaken to establish other factors that affects strategic implementation which may include organizational politics and information technology. The studies should be extended to cover Evangelical Churches and faith based organizations for comparison purpose.

REFERENCES


Mugenda, & Mungnda, (2003), Research Methods, Qualitative and Quantitative Approaches. Nairobi: Act Press


74
APPENDICES

Appendix I: Letter of Introduction

Kenyatta University
P O BOX
NAIROBI
Dear Respondent

RE: DATA COLLECTION

I am a Masters’ Program Student at Kenyatta University, Registration Number D53/CTY/PT/28250/2014. In partial fulfillment for the degree, I am currently conducting a research on “THE MANAGEMENT PRACTICES AND IMPLEMENTATION OF STRATEGIC PLAN IN ANGLICAN CHURCH OF KENYA HEAD OFFICE IN NAIROBI CITY COUNTY, KENYA.”

Your department has been selected to form part of the study. I kindly request you to assist me to collect data by completing the accompanying questionnaire. The data provided will be strictly for academic purpose and will be held in strict confidence. Thank you

Yours faithfully,

Alice Murage.
Appendix II: Questionnaire

You are kindly requested to complete the attached questionnaire so as to enable me accomplish the study. Please, note that all the information given shall be purely used for academic purposes and shall be treated as confidential. Thank you for taking your time to complete the questionnaire and for your cooperation.

SECTION A: BIO DATA

Indicate your Gender

Male ( )
Female ( )

For how long have you worked at Anglican Church of Kenya Head Office?

Less than 3 years ( )
4 to 7 years ( )
7 to 10 years ( )
More than 11 years ( )

Indicate your level of education

Diploma ( )
Degree ( )
Masters ( )
PhD ( )

SECTION B: ORGANISATION STRUCTURE

Successful strategy implementation depends largely on the primary organizational structure?

Yes ( ) No ( )

If yes please explain

...........................................................................................................................................................................
...........................................................................................................................................................................
To what extent do the following factors of organisation structure influence implementation of strategic plan at Anglican Church of Kenya. (1= strongly disagree, 2=disagree, 3 = moderate 3 = Agree 5 = strongly agree).

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>The structure of Anglican Church of Kenya has helped the church meet its strategic objectives through job specialisation and formation of department dealing with specific issues</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Anglican church chain of command plays a role in coordination and supervision of a strategic plan implementation.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>The structure helps the church to minimise and manage the span of control</td>
<td></td>
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</tr>
<tr>
<td>The church structure allow leaders to better evaluate the work of their subordinates</td>
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</tr>
</tbody>
</table>

How else does organisation structure influence implementation of strategic plan at Anglican Church of Kenya?

…………………………………………………………………………………………………
………………………………………………………………………………………………

SECTION C: LEADERSHIP STYLES

Do leadership styles influence implementation of strategic plan at Anglican Church of Kenya?

Yes ( )
No ( )

If yes please explain

…………………………………………………………………………………………………
………………………………………………………………………………………………

To what extent do the following factors of leadership styles influence implementation of strategic plan at Anglican Church of Kenya? (1= strongly disagree, 2=disagree, 3 = moderate 3 = Agree 5 = strongly agree)

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Autocratic leadership acts as the catalyst that makes all other organs at church to work together</td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>
Laissez-Faire leaders at Anglican Church of Kenya help in formulating and communicating new strategic directions

Participative and transaction leaders at Anglican Church of Kenya motivate employees to increase dedication to organizational goals

Proper leadership style comprises of planning, organizing, staffing, directing, and controlling for the purpose of accomplishing a goal

Effective leadership styles facilitate smooth implementation of strategic plan at Anglican Church of Kenya

Anglican Church of Kenya has Visionary leaders who create enabling environments smooth implementation of strategic goal

Team leaders shape collective norms and coordinate collective action in the church

How else do leadership styles influence implementation of strategic plan at Anglican Church of Kenya?

SECTION D: RESOURCE ALLOCATION

Does resource allocation influence implementation of strategic plan at Anglican Church of Kenya?

<p>| | | | | | |</p>
<table>
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<td></td>
</tr>
</tbody>
</table>

Yes ( ) No ( )

If yes please explain

To what extent do the following factors of resource allocation influence implementation of strategic plan at Anglican Church of Kenya? (1= strongly disagree, 2=disagree, 3 = moderate 3 = Agree 5 = strongly agree)

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of adequate resources namely funds, machinery /equipment, human capacity, skills and experience hampers implementation of strategic plan at Anglican Church of Kenya</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial resources are the major determining factors of strategy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
implementation processes at Anglican Church of Kenya

Overprotection of physical resources prohibit effective resource allocation

Strategic management enables resources to be allocated according to priorities established by annual objectives

Lack of sufficient human resource on strategy implementation prohibit effective resource allocation

Organizational politics prevents effective resource allocation

How else do leadership styles influence implementation of strategic plan at Anglican Church of Kenya?

How else do leadership styles influence implementation of strategic plan at Anglican Church of Kenya?

SECTION E: EMPLOYEE’S INVOLVEMENT

Does employee’s involvement affect implementation of strategic plan at Anglican Church of Kenya.

Yes ( ) No ( )

If yes please explain

To what extent do the following factors of employee’s involvement influence implementation of strategic plan at Anglican Church of Kenya? (1= strongly disagree, 2=disagree, 3 = moderate 3 = Agree 5 = strongly agree)

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees are aware and own Anglican Church of Kenya strategic plan.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employees are closely involved and participate in implementation of</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Anglican Church of Kenya strategy plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employees at Anglican Church of Kenya are involved in making of decisions and policy that relate to strategy plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Anglican Church of Kenya empowers employees to be more autonomous through team building and trainings, which greatly improves morale towards strategy plan implementation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Anglican Church of Kenya cultivate innovation/creativity and participatory culture through employee motivation, involvement and training

Anglican Church of Kenya promotes employee team cohesion, for proper functioning which enables strategic plan implementation

The organisation mission and goal are branded with employee’s in minds.

How else does employee’s involvement influence implementation of strategic plan at Anglican Church of Kenya?

..........................................................................................................................

..........................................................................................................................

SECTION F: STRATEGY IMPLEMENTATION

How would you rate the level of strategy implementation at Anglican Church of Kenya?

Poor (  )

Fair (  )

Good (  )

Excellent (  )

To what extent do the following factors relating to implementation of strategic plan at Anglican Church of Kenya? (1= strongly disagree, 2=disagree, 3 = moderate 3 = Agree 5 = strongly agree)

<table>
<thead>
<tr>
<th>Statements</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Successful strategy implementation depends largely on the primary church structure</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategy implementation processes frequently results in problems if the assignments of responsibilities are unclear</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Effectiveness of strategy implementation is affected by the quality of people involved in the process</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Church Policies fully support strategic change transformation which has improved infrastructure development</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Employees are consulted and involved in the process of implementation of strategic plan which has increased the church membership</td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

THANK YOU FOR YOUR TIME