AN INVESTIGATION OF THE FACTORS INFLUENCING IMPLEMENTATION OF STRATEGIC PLANS IN THE MUNICIPAL COUNCIL OF MACHAKOS

JOSEPHINE MUMBUA NZYOKI
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Nzyoki, Josephine Mumbua
An investigation of the factors influencing
DECLARATION

This Research project is my original work and has not been presented to any other university for the award of a degree.

Signature ___________________________ Date 10/11/2010

NZYOKI JOSEPHINE MUMBUA
D53/CE/11326/07

This research project has been submitted for examination with our approval as the University supervisors.

Ms ANNE MUCHIEMI
School of Business
Kenyatta University

Signature ___________________________ Date 06/11/2010

Mr. ROBERT NZULWA
Kenyatta University
School of Business

Signature ___________________________ Date 15/11/2010

The Chairman
Department of Business Administration
School of Business
Kenyatta University

Signature ___________________________ Date 16/11/2010
DEDICATION

This work is dedicated to my husband Faustine Nzyoki for his encouragement to further my studies and to my children Lillian Muthikwa and Kennedy Mutuku for being an inspiration in my life.
ACKNOWLEDGEMENTS
I would like to express my deepest gratitude to the almighty God for gracing me with
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my supervisors Mr. Robert Nzulwa and Ms. Anne Muchemi for their input to this
work from start.
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<tr>
<td>HRM</td>
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<td>SPSS</td>
<td>Statistical Package for Social Sciences</td>
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<td>UNDP</td>
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DEFINITION OF TERMS

Planning
Planning is a formalized procedure to produce an articulated result, in the form of an integrated system of decisions. Thinking about and attempting to control the future are important components of planning (Mintzberg, 1994) planning is required when the future state we desire involves a set of interdependent decisions; that is a system of decisions (Mintzberg 1994).

Strategy
Strategy is an integrative pattern of long-term objectives, decisions, action programs and resources allocation priorities, which reveals mission and purposes of the organization. According to Arnoldo C. Hax and Nicolas s. Majluf (1996), strategy: Selects the businesses the organization is in or is to be in, attempts to achieve a long-term sustainable advantage in each of its businesses by responding appropriately to the opportunities and threats in the firm’s environment, and the strengths and weaknesses of the organization, it identifies the distinct managerial tasks at the corporate, business and functional level. It defines the nature of the economic and non-economic contributions it intends to make to its stakeholders.

Strategic planning
This is a process whereby an organization determines its basic mission and future or long term objectives through an analysis of its internal and external environments; and then selects and implements an appropriate strategy for accomplishing the mission and the objectives (Dubrin 1998). It is also the process of determining what an organization does, what it will do in the future and how it will manage to do it (Bryson 1988).

Strategic plan
This is a written document outlining the specific mission, objectives, core values and strategies that the organization will adopt to realize short-term and long-term
performance targets. The plan may also contain a summary of the diagnosis of external opportunities and threats as well as internal strengths and weaknesses.

**Strategic management**

It refers to the set of managerial decisions and actions that determines the long-run performance of a corporation (Thomas L. Wheelen 2002). It is a type of management that takes into consideration the environment which an organization is operated. It has been defined as an interactive or continuous process that results in the formulation and implementation of strategies designed to achieve organizational objectives (Mockler, R.J 1995).

**Implementation**

It is defined as the sum total of the activities and choices required for the execution of a strategic plan. It is also the process by which strategies and policies are put into action as stated by Wheelen and Hunger (1992). In the instances where plans, strategies, technologies, or programs are markedly new to the firm, implementation appears to involve organizational design reconfiguration—i.e., a redesign of structure, systems, process, people, and rewards.

**Leadership**

It is the process of social influence in which one person enlist the aid and support of others in the accomplishment of a common task. Werren Bennis (2003) defines leadership as a function of knowing oneself, having a vision that is well communicated, building trust among colleagues and taking effective action to realize your own leadership potential.

**Organizational Structure**

An organizational structure is a mainly hierarchical concept of subordination of entities that collaborate and contribute to serve one common aim. Organizations are variant of clustered entities. An organization can be structured in many different ways and styles, depending on their objectives and ambience. Organization structure allows the expressed allocation of responsibilities for different functions and
processes to different entities such as the branch, department, workgroup and individual.

**Organizational Culture**
Organizational culture is an idea in the field of organizational studies and management which describes the psychology, attitudes, experiences, beliefs and values of an organization. It has been defined as the specific collection of values and norms that are shared by people and groups in an organization and that control the way they interact with each other and with stakeholders outside the organization.

**Human Resources**
Human resources are a term used to describe the individuals who comprise the workforce of an organization. It is also the name of the function within an organization charged with the overall responsibility for implementing strategies and policies relating to the management of individuals.

**Technology**
It is a term referring to whatever can be said at any particular historical period concerning the state of the art in the whole general field of practical knowhow and tools use. It encompasses all that can be said about arts, crafts, professions, applied sciences and skills. It can also refer to any systems or methods of organization which enables such technologies, any field of study which concerns them, or any products which result.

**Information Systems**
Information systems are a combination of hardware, software, infrastructure and trained personnel organized to facilitate planning, control, coordination and decision making.
ABSTRACT

The purpose of the study was to investigate the factors influencing implementation of strategic plans in the Municipal Council of Machakos. Strategy implementation has been insufficient in many service sectors and especially in the MCM. This has been evidenced by uncompleted projects, indisposed solid waste and inadequate infrastructure. This study was guided by the main objectives which were to identify the influence of Organization structure and Human resources on implementation of strategic plans. It was also addressing the effect of leadership and technology on strategy implementation. It looked at the effectiveness of the information system and how they contribute to strategy implementation. The study comprised of sixty five respondents selected through stratified random sampling from the total population of two hundred and ten employees of the council. These were from the departments of the Town clerk, Town engineer and Town treasurer. The respondents were from the three levels of management involved in strategy implementation which are the top, middle and supervisory levels. In the investigation both quantitative and qualitative methods were used and the questionnaires as data gathering techniques. Validity and Reliability of data instruments were tested and ascertained. Data was analyzed using descriptive statistics and content analysis. It was aided by the Statistical Packages for Social Sciences (SPSS) version 15 for windows with a significance level of 95% (α=0.05). The study showed that implementation of strategic plans is run slower than the expected stated time. There are occurring unexpected problems which hinder implementation. The top management should be capable of dealing with these problems. The study also found out that there is no proper alignment of resources with the strategic plans of the Council. The study recommends that there should be an independent body to monitor strategy implementation so that it takes the stated time. Alignment of resources should be done properly so as to utilize the skills acquired and make use of the human and physical capital available. Proper training and instruction should be given to the lower level employees so as to be competent in their area of work at the MCM.
CHAPTER ONE
INTRODUCTION

1.1 Background of the study
Organizations exist in a highly turbulent environment, they are expected to anticipate needs, to identify and react to complex social, demographic, economic and environmental problems, to respond to changing customer expectations, to respond to the wishes of citizens and to deploy effectively and efficiently scarce resources under the gaze of an increasingly attentive and critical citizenly (Osborne and Gaebler 1993). Strategic planning is an essential practice for any organization that aims at assuring that it produces a worthwhile pattern of good results while avoiding an undesirable pattern of bad circumstances. Strategic management refers to the set of managerial decisions and actions that determine the long-run performance of a corporation. (Thomas L. Wheelen 2002). It includes environmental scanning, strategy formulation, strategy implementation, evaluation and control.

The problem of today’s managers is competition and dynamism of environment and unknowns of the outside and inside of the organization each affecting the implementation of plans especially strategic ones. Strategy implementation will affect the organization, especially on service companies which have different nature than other kinds of organizations; the importance of this issue gets more highlighted. Diversification and broadness of service sector including individual and social services, professional and commercial and public increases the role and importance of strategy implementation in service companies. In this research we intend to study all affecting factors on strategy implementation of service organizations and by identifying them to achieve an intended pattern that can increase the success of implementation and achieving strategic goals which have been already formulated in strategic planning.

Although formulating a consistent strategy is a difficult task for any management team, making that strategy work – implementing it throughout the organization – is even more difficult (Hrebiniak, 2006). A myriad of factors can potentially affect the
process by which strategic plans are turned into organizational action. Unlike strategy formulation, strategy implementation is often seen as something of a craft, rather than a science, and its research history has previously been described as fragmented and eclectic (Noble, 1999b). It is thus not surprising that, after a comprehensive strategy or single strategic decision has been formulated, significant difficulties usually arise during the subsequent implementation process. The best-formulated strategies may fail to produce superior performance for the firm if they are not successfully implemented, as Noble (1999b) notes.

According to the White Paper of Strategy Implementation of Chinese Corporations in 2006, strategy implementation has become “the most significant management challenge which all kinds of corporations face at the moment”. The survey reported in that white paper indicates that 83 percent of the surveyed companies failed to implement their strategy smoothly, and only 17 percent felt that they had a consistent strategy implementation process. It is thus obvious that strategy implementation is a key challenge for today’s organizations. There are many (soft, hard and mixed) factors that influence the success of strategy implementation, ranging from the people who communicate or implement the strategy to the systems or mechanisms in place for co-ordination and control.

Local authorities are under the local government Act Cap 265 of the laws of Kenya and are the bodies controlling local governance and are of four classes namely City, Municipality, Town and County council. Currently there are three authorities with city status namely Nairobi, the national capital, Mombasa and Kisumu. Municipalities and towns are other forms of urban authorities and are generally named after their central town. County councils are essentially rural. Each district has a maximum of one county council, such that they cover all area not taken up by urban authorities. County councils are usually named after their respective districts, which often bear the same name with its district capital. Thus county councils are often named after a major town, but their land area may not cover the town itself but its surroundings. Some districts have only one local authority, which are county
councils, apart from few exceptions. Local authorities usually differ from divisional and constituencies used by the state administration.

In this study, the researcher will analyze existing research on the factors that influence strategy implementation. He will conduct an analysis in the most widely used literature databases to identify key factors influencing the process of strategy implementation, to surface current areas of agreement and disagreement, as well as missing evidence and resulting future research needs. The study will also examine the ways in which strategy implementation has been researched so far, in terms of the applied research methods and the examined strategy contexts. It will consequently also reveal under-exploited methods or contexts.

1.1.1 Background of Municipal Council of Machakos

The problems concerning the nature and the range of the instruments used by Municipal councils and Mayors to act and interact are closely connected with the real role of local self-government, i.e. with the degree at which democracy is developed on local level - the level, which is closest to the needs, the interests, and the participation of the citizens. On the other hand, the effective functioning of this level of democracy is indicative of the degree of decentralization of power - an imperative for the development of a modern democratic state, which is being slowly and painfully established in the new democracies.

Municipal administration consists of a Mayor, Town clerk and councillors. The number of councillors depends on population and area of each authority and they are elected by the public during the Kenya general election held every five years or by-election held in between. Authorities are divided into ward and each ward elects only one Councillor. Wards have often common boundaries with administrative locations. Compared to many other countries, local authorities in Kenya are weak and are shadowed by state run administration, however, during the international Africities summit held in Nairobi September 2006, the Kenyan president Mwai Kibaki promised to strengthen local authorities. Municipal Councils in Kenya have their key responsibilities which include mobilization of resources within existing legal
framework and directing these resources towards addressing the basic needs of the people within their municipality.

Machakos town started as a station of the processor of the British East Africa Company in 1889. In 1892 it was made the first up country state capital. It was declared a township in 1906 and in 1954 it was made an urban council. In 1973 it was upgraded into a town council with an area of 320 Km² which was expanded to 579 Km² in 1980 when it was made a municipality. Municipal Council of Machakos (MCM) is currently composed of two main arms, namely; political arm and executive arm. The political arm is headed by His worship the Mayor and is the policy making arm of the council. It is composed of thirteen councillors, ten elected and three nominated. The council has one public officer in addition to the councillors.

The executive arm is headed by the town clerk and is responsible for policy implementation. The council has 210 members of staff (table 1), spread under the Town Clerk’s department, Town Treasurer’s department and Town Engineer’s department. The council prepared her first Local Authority Development Programme (LADP) in 1984 which covered the five years period from 1984-1989. Among the projects prioritized included the market (open air) development, bus park construction, housing (Tenant purchase scheme), sewerage and roads infrastructure. In 2001 the council prepared the second edition of LADP which was prepared through an all inclusive participatory approach. Like all other councils in the republic it has been preparing and submitting her Local Authority Service Delivery Action Plan (LASDAP).

**Table 1: Number of Council staff by year 2010**

<table>
<thead>
<tr>
<th>Department</th>
<th>Number of Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Town Clerk</td>
<td>66</td>
</tr>
<tr>
<td>Town Treasury</td>
<td>68</td>
</tr>
<tr>
<td>Town Engineer</td>
<td>76</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>210</strong></td>
</tr>
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</table>

Source: Municipal Council of Machakos: 2010
1.2 Statement of the problem
Top level managers of most organizations both profit and non-profit spend considerable time, energy and money formulating and assigning basic strategies for their organizations, but they often end up not implementing strategies properly. Their defined vision is obviously clear for themselves, but the employees' perception may be gloomy and they do least effort to achieve objectives derived from their vision. Meanwhile they choose approaches of performance evaluation as an aiding device. But specifications of today’s economy based on knowledge and information have severely questioned the efficiency of custom approaches of performance evaluation. Implementation of strategies highly affects all levels of organization and both divisional and functional levels.

Despite of existing attitudes, identifying factors affecting implementation of strategies is important. It emphasizes the role of an evaluation system which undertakes success and it requires managers and decision-makers to identify these factors, while formulating, and by considering them, estimate success rate of strategy in the implementing phase. The purpose of strategic planning is, as Eddie (2000) suggests, maintaining a favourable balance between an organization and its environment over the long run. It provides a systematic process for gathering information about the big picture and using it to establish a long-term direction and then translate that direction into specific goals, objectives, and actions. It blends futuristic thinking, objective analysis, and subjective evaluation of goals and priorities to chart a future course of action that will ensure the organization’s vitality and effectiveness in the long run. At its best it permeates the culture of an organization, creating an almost intuitive sense of where it is going and what is important (Osborne and Gaebler 1992, 234).

The researcher in this study will try to investigate the factors influencing implementation of strategic plans in Municipal council of Machakos. It is evident that strategic plans are well formulated, citing their current strategic plan of 2008-2012. There seems to be a problem in the implementation because some services are not well done as laid down in the strategic plan. These services can be cited as
follows: solid waste (garbage) is evidently seen in large heaps rotting in some estates. There has been an outcry of water shortage in Machakos town for the period I have lived there since 1998. As Concerns Street lighting, some estates do not have street lighting which contributes to insecurity during the night. To crown it, fire extinguisher is the main equipment that needs urgent attention because the one available is small and cannot manage extinguishing fire in case of a disaster. The council has in the past relied on assistance from the neighbouring councils of Mavoko and Nairobi. The researcher was interested in investigating why the strategic plans were not well implemented after being well formulated in the strategic plan.

1.3 Objectives of the study

1.3.1 General objective

To investigate the factors that influence implementation of strategic plans at Municipal Council of Machakos.

1.3.2 Specific Objectives

(i) To identify how organizational structure influences implementation of strategic plans.

(ii) To identify how human resources influence implementation of strategic plans.

(iii) To establish the effect of leadership on implementation of strategic plans.

(iv) To investigate the effect of technology on implementation of strategic plans.

(v) To find out how information systems influence implementation of strategic plans.

1.4 Research Questions

(i) Does organization structure influence implementation of strategic plans?

(ii) Do human resources influence implementation of strategic plans?

(iii) Does leadership affect implementation of strategic plans?

(iv) Does technology affect implementation of strategic plans?

(v) Do information systems influence implementation of strategic plans?
1.5 Significance of the study
This study was significant to a number of stakeholders as follows:

1.5.1 Municipal Councils
This study was important because the results obtained form important knowledge for Municipal council’s stakeholders when planning for public service delivery in their municipalities and enable the council management to take specific actions as well as corrective measures in assessing their success in reference to their planning. For example; The Mayor and Section Managers would use the findings of this study to develop strategies, focus on proper strategic plans and solutions to strategic planning problems facing the council and also assist the Local Authorities of Kenya as the country governing regulator. The study would also aid the top management on the need for and maintaining stable and competent work force. Top management would try to predict future opportunities and threats; to plan often results hesitation, false steps and mistake changes of direction that can hurt an organization or even lead to disaster. It would also give the Municipal Council an objective basis when requesting for additional funding from the government or Non-governmental organisations. Council management would spend considerable less time, energy and money for formulating and assigning basic strategies properly and the employees’ perception would be motivated.

1.5.2 Community
The Municipal Council of Machakos would have a unique leadership role to play in many of the Community’s strategic areas, for instance it would enable the community to receive better services and hence improved quality of life. It would be vital for the leaders in the community to recognize the challenges and opportunities, to build the success and to provide leadership in strategic areas. The council would focus on recreational and cultural opportunities through community engagement by investing funds to enhance recreational amenities to response to local residents, partners and tourists or increase cultural and heritage amenities to promote tourism and education placing specific emphasis on our natural
and historical assets. The study would aid the community to understand the operations of the MCM and choose whether to accept their services according to their perception on the council competence.

1.5.3 Scholars
It would contribute to the body of knowledge on how strategic planning leads to better service delivery and enable the council to conduct market research focused on bringing young professionals and entrepreneurs to Machakos. The outcome impact would enable Council to support sustainable growth in business and industry with an emphasis on environmental technologies, knowledge-based industries and agribusiness. Council can attract funds in sustainable investment in new and existing next generation energy, environmental industries and related technology. In conclusion the council would be a Municipal of quality services, effective structure and fiscal responsibility. It would identify and implement the agreed upon recommendations of a corporate review and implement an effective communications and marketing plan. Other students and future researchers can use this study as a basis for future research plan or to borrow a leaf; they can be able to understand the operations of MCM and worth investing with customers.

1.5.4 Industries
The MCM can be helpful to the existing and future industries on how to measure their performances and prevent loses. They would be able to assist in designing and implementing polices that can further more improve their management practices leading to good performance and enhance social gains. The outcome impact would enable Council to support sustainable growth in business and industry with an emphasis on environmental technologies, knowledge-based industries and agribusiness. Council can attract funds in sustainable investment in new and existing next generation energy, environmental industries and related technology.
1.5.5 Other Municipalities
Other Municipalities can use this study finding as a point of reference and it can help them understand the operations of the MCM and be able to improve on their performance development policies.

1.6 Scope of the Study
The study was carried out in the Municipal Council of Machakos. The population of the study was the employees of the Council and a sample was selected from the employees in the executive arm who are directly involved in strategy implementation.

1.7 Anticipated limitations of the study
There are three limitations that were acknowledged and addressed regarding the study.

1.7.1 Information Accessibility
The Municipal sector is a highly regulated sector governed by several confidentiality clauses and accessing information for the purpose of research was quite difficult. Most reports and circulars that give real information on the area of the study were held as confidential in the Mayor's office therefore limiting accessibility. This limitation was however overcome by assuring the respondents that the information provided would remain confidential.

1.7.2 Generalization of results
The results obtained were only generalized to MCM and therefore did not represent the likely findings of other municipalities; the role played by the managers at MCM may differ from that of other municipalities.

1.7.3 Information Confidentiality
The management was also be suspicious that the information could leak to the outsiders and this expose inefficiency, incompetence weakness and misguided opinion by the members. They were therefore be hesitant to give confidential
information and it was overcome by assuring the managers that the data collected was purely for academic purpose.
CHAPTER TWO
LITERATURE REVIEW

The purpose of this chapter gives a clear understanding of the nature of the problem being investigated, which is factors affecting implementation of strategic plans by the Municipal council of Machakos. This literature study forms a fundamental and integral part of planning and undertaking of the research project (Smit, 2003:8). According to De Voss (2000:65), a literature review may disclose that somebody else has already performed essentially the same research. This has provided a substantially better insight into the dimensions and complexity of the problem and aspects such as conflict management skills. It also equips the researcher with a complete and thorough justification of the subsequent steps as well as with a realisation of the importance of the undertaking of this research; consequently, this study will focus on:

2.1 Concept of strategy

Speaking about military aspects of strategy is the most ancient definition of strategy in the world. The root of 'strategy' goes back before Macedonia's eras, when Greeks were compelled by Alexander and his father. From Henry Mintzberg's (1994) point of view, strategy has a different meaning. He presents a definition of the word initially and says while people seek essentially a unique meaning for its concept; they actually apply it in different meanings.

A strategy is plans of action to have an organization attain its objectives successfully. It is also a broad programme of goals and activities to have a firm attain corporate success (porter, M.E 1996). According to Mintzberg (1994) strategy can be defined in terms of 5P's; that is strategy as a plan, as a ploy, as a position, as a pattern and as a perspective. Strategy as a plan means a set of decisions or actions to deal with a situation in the future. Strategy as a ploy means a specific manoeuvre or tactic to deal with or defeat an opponent especially a competitor in the market. Strategy as a position means specifically a means of locating an organization in an environment and thus becomes the mediating force on a way of maintaining a fit or
match between the organization internal environment and its external environment. Strategy is seen as a pattern in a stream of actions. It is consistent in behaviour whether or not intending. Strategy as a perspective means its content consists of not just a chosen position but a way of perceiving the world.

As they accept all the existing definitions, they tend to choose one of them for discussions. Mintzberg (1994) believes that one meaning should not be preferred to other ones, though from some aspects they are competitors, they complete each other as elements of discussion too. Strategy is a pattern or a plan which integrates goals, policies and operation activities chain of an organization as a whole. If it has been formulated accurately, and considered unified allocation and direction of resources, on the basis of capabilities and even relative inner shortcomings of organization and also environmental foreseen evolutions and intellectual contingency movements of competitors, it would be more effective (James Brian Queen 2003).

Strategy refers to all decisions related to business objectives and the courses of actions to achieve them. (Peter F. Drucker 1974). Strategy consists of corporate decisions planning which clarify and determine vision, mission, and objectives, defining policies and basic plans for achieving to those goals, defining scope of company’s activities and specifying the kinds of economic and human type of the organization. (Kenneth R. Andrews 2005) Strategy is an attitude or means that an organization selects for achieving long and short run goals facing present and future situations. (Lester A. Digman 2000) John P. Pres and Richard B. Robinson (1991) states that strategy is a macro future oriented plan for responding to competitive environment aiming optimization of goal attainment. (John P. Pres and Richard B. Robinson 1991) It is a pattern for organizational movements and managerial contacts in order to gain operational and ideal objectives and to follow mission of organization as stated by Arthur Thompson and Lane Strickland (2006).

2.2 Strategic planning
The purpose of strategic planning is, as Eadie (2000) suggests, maintaining a favourable balance between an organization and its environment over the long run.
Strategic planning has been defined as "a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it" (Bryson 1995). It provides a systematic process for gathering information about the big picture and using it to establish a long-term direction and then translate that direction into specific goals, objectives, and actions. It blends futuristic thinking, objective analysis and subjective evaluation of goals and priorities to chart a future course of action that will ensure the organization’s vitality and effectiveness in the long run. At best it permeates the culture of an organization, creating an almost intuitive sense of where it is going and what is important (Osborne and Gaebler 1992, 234).

Over the years a conventional strategic planning process has evolved, based on approaches developed by Bryson (1995), Nutt and Backoff (1992), and (Koteen 1989), which typically involves clarifying mission and values, developing a vision of the future, analyzing external challenges and opportunities, assessing internal strengths and weaknesses, developing strategic goals and objectives, identifying strategic issues, developing and evaluating alternative strategies and developing action plans. Yet, a lively debate continues regarding how to go about strategic planning in government in terms of scope (Kaplan and Norton, 1996; Ellingson and Wambsganss 2001), content (Hatry 2002), involvement and participation (Gabris 1989; Geletkanycz and Hambrick 1997; Franklin 2001; Markoczy 2001), and approach (Toft 1989; Roberts 2000).

The most important issue, however, concerns putting plans into action. Strategic planning is an action-oriented type of planning that is useful only if it is carefully linked to implementation and this is often where the process breaks down. Strategic plans do not implement themselves, and they may well be resisted by employees who feel threatened by change or by the institution of additional controls as stated by Franklin (2000). Moreover, public managers may fail to link their strategic planning efforts to other critical decision-making processes. Mintzberg (1994) is one of the most vocal critics of strategic planning precisely because organizations’ planning
activities are too often completely divorced from performance measurement and resource allocation.

According to Fred R David (2005), planning is a very useful way of getting managers to participate in decision making about the appropriate goals and strategies for an organization. Effective planning gives all managers the opportunities to participate in decision making. Planning is necessary to give the organization a sense of direction and purpose. A plan states what strategies it intends to use to achieve them. Without the sense of direction and purpose that a formal plan provides, managers may interpret their own task and rules in ways that best suits them. The results will be an organization that is perusing multiple and often conflicting goals and a set of managers who do not co-operate and work well together. By stating which goals and strategies are important; a plan keeps managers on tract so that they use the resources under their control effectively. A plan helps co-ordinate managers of different functions and divisions of an organization to ensure that they all put in the same directions. Thus, effective strategic management, the all-encompassing process of developing and managing a strategic agenda, is of the utmost importance. Koteen (1989) defines strategic management as a broad concept that “embraces the entire set of managerial decisions and actions that determine the long-run performance of an organization” while Toft (1989) portrays it as “an advanced and coherent form of strategic thinking, attempting to extend strategic decisions.

2.3 Strategic aspect of management

Thomas Wilson (2003) states that strategic management is a series of managerial decisions and activities that assigns long-term performance of an organization. It consists of inspecting environment both internal and external, formulating strategy (long-term or strategic planning), implementing, evaluating and controlling as shown in Figure 1. Strategic management focuses on monitoring and assessing external opportunities and threats, along with considering strengths and weaknesses. It is a term that explains process of decision-making and executing. It covers all decisions and activities that lead to develop one or more effective strategy for achieving goals.
There are three basic elements in this process: developing strategy, implementing, and evaluating and controlling strategy (J. David Hunger 2003). Hunger (2003) suggests that all strategic management involves at least four distinct steps: environmental scanning, strategy formulation, strategy implementation and evaluation and control.

![Basic Elements of Strategic Management Process](image1)

Figure 1: Basic Elements of Strategic Management Process

2.4 The Strategic Planning Process
In the 1970's, many large firms adopted a formalized top-down strategic planning model. According to Chris Ahoy (2006), under this model (Figure 2), strategic planning became a deliberate process in which top executives periodically would formulate the firm's strategy, and then communicate it down the organization for implementation.

![Strategic Planning Process](image2)

Figure 2: Strategic Planning Process
Source: Chris Ahoy (2006)
This process is most applicable to strategic management at the business unit level of the organization. For large corporations, strategy at the corporate level is more concerned with managing a portfolio of businesses. For example, corporate level strategy involves decisions about which business units to grow, resource allocation among the business units, taking advantage of synergies among the business units, and mergers and acquisitions.

According to Peter Drucker (1974), a company's mission is its reason for being. The mission often is expressed in the form of a mission statement, which conveys a sense of purpose to employees and projects a company's image to customers. In the strategy formulation process, the mission statement sets the mood of where the company should go.

Peter Drucker (1974) points out that organizations should aim at achieving several objectives instead of just one. Enough objectives should be set so that all areas important to the operation of the firm are covered. Objectives are concrete goals that the organization seeks to reach, for example, an earnings growth target. The objectives should be challenging but achievable. They also should be measurable so that the company can monitor its progress and make corrections as needed. Once the firm has specified its objectives, it begins with its current situation to devise a strategic plan to reach those objectives. Changes in the external environment often present new opportunities and new ways to reach the objectives. An environmental scan is performed to identify the available opportunities. The firm also must know its own capabilities and limitations in order to select the opportunities that it can pursue with a higher probability of success. The situation analysis therefore involves an analysis of both the external and internal environment.

The external environment has two aspects: the macro-environment that affects all firms and a micro-environment that affects only the firms in a particular industry. The macro-environmental analysis includes political, economic, social, and technological factors and sometimes is referred to as a PEST analysis. An important aspect of the micro-environmental analysis is the industry in which the firm operates or is considering operating. Michael Porter (1996) devised a five forces framework
that is useful for industry analysis. Porter’s 5 forces include barriers to entry, customers, suppliers, substitute products, and rivalry among competing firms. The internal analysis considers the situation within the firm itself, such as: Company culture, Company image, Organizational structure, Key staff, Access to natural resources, Position on the experience curve, Operational efficiency, Operational capacity, Brand awareness, Market share, Financial resources, Exclusive contracts, Patents and trade secrets.

A situation analysis can generate a large amount of information, much of which is not particularly relevant to strategy formulation. To make the information more manageable, it is sometimes useful to categorize the internal factors of the firm as strengths and weaknesses, and the external environmental factors as opportunities and threats. Such an analysis often is referred to as a SWOT analysis. Once a clear picture of the firm and its environment is in hand, specific strategic alternatives can be developed. While different firms have different alternatives depending on their situation, there also exist generic strategies that can be applied across a wide range of firms. Michael Porter (1996) identified cost leadership, differentiation, and focus as three generic strategies that may be considered when defining strategic alternatives. Porter advised against implementing a combination of these strategies for a given product; rather, he argued that only one of the generic strategy alternatives should be pursued. The strategy likely will be expressed in high-level conceptual terms and priorities.

Shayne Gary M. (2005) says for effective implementation, it needs to be translated into more detailed policies that can be understood at the functional level of the organization. The expression of the strategy in terms of functional policies also serves to highlight any practical issues that might not have been visible at a higher level. The strategy should be translated into specific policies for functional areas. In addition to developing functional policies, the implementation phase involves identifying the required resources and putting into place the necessary organizational changes. Gary M. (2005) points out that once implemented, the results of the strategy need to be measured and evaluated, with changes made as required to keep the plan
on track. Control systems should be developed and implemented to facilitate this monitoring. Standards of performance are set, the actual performance measured, and appropriate action taken to ensure success.

2.5 Implementing Strategies
In strategic management process, after formulating, implementing is the most important stage. Implementing strategy is the connecting loop between formulating and control says Thompson and Strickland (2006). What integrates strategies is successful implementation of them. In concept of strategy implementation, there are essential questions and the important specifications of an implementing model should answer these questions: Which decisions and activities can be accomplished by managers for implementing? And who can organize decisions for parallel logic, activities, and defined contingencies? When these two questions are answered, decisions are made based on variable factors in centre of implementing process and it is believed that managers are guided by these two critical concepts.

2.5.1 Implementing Challenges
These challenges are threats for implementing strategy, and considered positively as eight opportunity areas that can lead to success. According to Porter M.E. (2005), the relative areas to successful implementation are developing a model for directing decisions or implementing activities and knowing that how creating strategy can affect implementation; the effective change management such as change culture; knowing that power and influence is essential for successful implementation; developing structures, sharing information, coordinating and clarifying accounts; developing control and feedback mechanisms; knowing that how a supportive culture for implementation should be created and exercising implementation under leader's control.

2.5.2 Implementation Program
According to Hantang Qi (2005) strategy is an arrangement and is interaction among macro-business strategies, which can focus on planning or implementing. It considers implementation processes and activities or consumptions presented in previous
model (formulating-implementing control relationship model). The following assumptions are considered: the need for strategy: physical resources or capacities are important for successful strategy implementation. Gupta A.K (1987) says that strategies needed for development are different from possible strategies. Second, the organizational structure: strategy affects the kind of structure, e.g. retrenchment strategies need the focus and specialization of processes and production in the economic scales and third, interaction between devices: implementation of strategies will not be successful without interaction and coordination of units and requirements. These requirements are coordination, transferring knowledge and sharing information.

2.5.3 Factors affecting implementation

There are many factors listed by different authors related to affecting factors on implementation for example implementing ran slower than foreseen time, occurring unexpected problems; activities coordination was not rightly performed, some competitive jobs and crisis diverted the manager’s attention from implementation of strategies. Implementing staff were not capable enough; Subordinates were not trained effectively; Uncontrollable external environment factors; Managers could not be able to do leading and directing properly, activities and key tasks of implementation process were poorly defined and there was no information system for sufficient control of activities.

Ricky Griffin (1996) identifies effective factors on implementation of strategies with an exception that culture is studied separately, not as a subordinate of leadership. In Figure 3, he introduced structure, human resource, leadership, culture, and technology and information systems as effective factors, which influence implementation.
2.6 Strategy and Organizational Structure

In strategy-structure studies, Alfred D. Chandler (2004) suggests that the organizational structure is influenced by its strategies (Structure follows Strategy). To distinguish between strategy and structure, setting long and short-term goals, finding the path to obtain goals and allocating resources are the strategy components and the formation of these elements to implementing strategies are called structure. Therefore, structure consists of corporate hierarchy, division of labour, delegating and communications. Besides initial information and organization's current issues are included. Arabi S.M (2002) says strategy implementing is a process in which all planning and budgeting activities, policies and procedures follows the defined strategy. It may involve some changes in organization's culture, structure and
managerial system or even a wide general change in all the mentioned fields. Middle managers specifically operate the strategy after top managers approve it, unless a wide range of changes were essential to the organization.

Strategy implementation, sometimes referred to "operational planning" covers all daily decisions about allocating resources. Strategic planning and implementing considered as the two sides of a coin. Some direct effects of primary structure of organization according to Daft R.L (2003) may have probable impact on initial operational structure. General basic policies can influence developed operational level of organization too. Similarly, a decision about a desired use of a particular design (for example divisional) will often have different outcome in another type of design (functional design). Therefore, to gain more advantages for an organization, one particular type of departmentalization is used. In order to set an adaptive and conforming relationship between structure and strategy, the following points should be considered, measuring the adaptability level of structure, centralization and decentralization, strategy and structure relationship, corresponding to gain and share information all through the organization and lastly clarifying responsibilities.

2.7 Human resource and Implementation of Strategy
The reason that a strategic planning became a traditional one, is converting its process to long-term mechanistic chain of activities. People pushed to margin in such kind of planning. Nowadays programming realities and strategy implementation and also strategic planning duties have changed. Okums Ferzi (2003) states that strategic planners consider different approaches like taking knowledge as an axis in organization, required interaction between strategic planners and human resource managers, developing networking organizations and changing the nature of strategic planning. In most successful organizations, it is difficult to distinguish between strategic planning and human resource management, these two cooperate as a team. At present time, the role of coordinators of formal strategic programs has decreased or even dismissed. Instead, a series of new planning have replaced that affected human resource and project manager's interactions. This new team's job is to help
project managers providing essential operating staff (required human resources) at each stage.

Porter M.E (2005), states that for implementation of strategies successfully, managers should have high interpersonal and human skills. All activities done for implementation of strategy influence both managers and personnel. Every division of an organization tries to answer the questions what they should do for implementing organization's strategies properly. Implementation of strategies is also practical strategic management. The purpose of implementing strategies is that managers and employees collaborate to perform formulated strategic planning. In other words implementing is the most difficult step in Strategic management process and need a kind of self-controlling too. Implementation success depends on motivating employees, which is the art of managers. It is wasteful job if formulated strategies could never been implemented.

According to Porter M.E (2005) managers should notice skilled employees as the most important strategic resources and the secret of organization's growth. Generally, based on experiences in some big companies, four dimensions are considered. First, finding new ideas among worldwide key managers via overcoming irregular problem against innovation, second, using knowledge for inventing new products and empowering organization in competitive environment, third, using modern technology for distribution channels and lastly changing attitudes towards reducing customers costs through modern technology and value chain consideration; this approach is called "growth on the basis of interior potentials.

2.8 Implementation of Strategy and Leadership

Today, the role of strategic planners is an effective leadership in such a way to lead the organization to use growth opportunities. In fact, they contribute an important role in growing inner capabilities and promoting entrepreneurship. Lehner (2004) asserts that motivating people and developing key employees' skills are their priorities. If we believe strategy is a choice, then creating opportunities for
employees to participate effectively, is the basic challenge of managers and should not be under the other duties coverage.

In performing their role as growth conductor, Allio M.K (2005) says strategic planners concentrate on commercial opportunities, neglected by others. They utilize effectively the opportunities along with emphasis on sensitivity and empowering human resources, which require flexibility, flattening hierarchical structure of organization, frequently changing and the habit of working with a certain amount of ambiguity and complication in roles. Organizing tasks and roles accurately is the key element of the matter and as a result, close coordinating to human resource managers is unavoidable. Chief executives and board of directors are responsible for strategic decisions, but their main strategic task is leading subordinates and general managers thus managing strategic process, managing relationships and managing training.

2.9 Information Systems and Implementation of Strategy

Information is the same as blood, says Klark S. (2007) which streams into the organization's vessels and brings it to life. Information systems' function in implementing process is mainly concerned with internal circulation of information and appears on environmental uncertainty phenomenon. Information ambiguity is a situation in which problems cannot empirically and explicitly be understood, analyzed and gathering more data about them is not possible.

Another important matter that displays the role of information systems in implementing strategy is managers' need to reciprocate exchange of information. It means a system that transmits information upwards and downwards. Management information system is one of the instruments that can collect and organize data for managers in order to do their tasks.

According to Zakeri, B. (2001), in every information system, an executive information system is recognized, when it provides a fair possibility for planners and even for formulators. One considerable point in information discussions is the role of applicable factors to promote effectiveness and efficiency of information systems.
These factors are the quality of information, time appropriateness of information and quantity of information.

In terms of information relevancy, strategic management as a process suggests that the information fluency and affecting directions are often reciprocal and planning and implementing segmented. Some guidelines for strengthening information systems in implementing strategies are Software and hardware should help global compatibility (a kind of stable procedure for the entire world), common channels of processing system should be available and all the parts should be self-sufficient and well matched to information systems capabilities.

2.10 Technology and Implementation of Strategy
Technology has had a great impact on human development and civilization expansion all through the history. According to Khalil T. (2007), technology can be defined as knowledge, products, processes, instruments, procedures and systems that help to produce goods and services. Technology is at the centre of systems designed for finding customers’ needs and satisfaction. Successful implementation of strategies results from integrating and coordination of technologic innovations, production processes, marketing, financing and personnel. By this means, defined goals are achieved. Mitchell (1992) emphasizes on the importance of relationship between main goals and operational targets of organization and its technological strategy. There should be a wide consensus among technical, commercial, and official departments of any organization.

The advancing technology in terms of internet, fibre optic cabling is expensive and requires continual training to embrace it. It enhances service delivery and business transactions. According to Quirk (2000), research indicates that Municipal Councils do not follow a linear model of e-commerce maturity where business continuously builds on their e-business experience. The web-based services reflect the broad environmental and cultural interests of the community. Stamoulis et al (2001) offers an alternative, suggesting that governments and their agencies mature in various virtual spaces rather than in distinct stages. Despite the council’s experience, the
level of web-based service delivery is still in its infancy and this has affected strategy implementation in most local authorities. This is consistent with the state of many other council websites and e-commerce, there are pressures on councils to enable online payment of rates as it demonstrates a more mature, level of web-based service delivery. The state government funding should enable councils to provide a full e-commerce facility. According to Musso, J. Weare, C. and Hale, M. (2000), the website is used for e-decision making and e-governance.

Tim Blumentrit (2006) vol.29 says that the benefits of using appropriate technologies start with minimizing mistakes. Spreadsheet-based systems involving manual and multiple roll-up procedures are often rife with errors which slow down strategy implementation. Uncorrected mistakes have the potential of disrupting everything from production forecasts to pricing schedules. Business intelligence software also called corporate or business performance management, allows firms to gather, integrate and disseminate information about a firm’s activities. Blumentritt (2006) adds that firms can display scoreboards and dashboards that provide managers with information on key performance indicators. These systems enable comparisons among a firm’s departments, divisions or projects, enabling internal benchmarking and variance analysis. Business intelligence software often includes component to enable projections and scenario analysis both which allow managers to look towards the future rather than solely relying on data from the past when making decisions. Through these programs, especially when used in conjunction with one another, managers are able to increase their visibility of strategy implementation.

2.12 Conceptual Framework
The variables of primary concern in this study are the MCM employees on strategy implementation. It is assumed that variance in strategy implementation (dependend variable) is explained by the effective factors (independent variables). Strategy implementation and its related concepts such as organization structure, leadership, human resources, and technology and information control system will be studied. The results of these plans on the success of organization performance will also be studied. The Municipal planning personnel on their success in strategic planning will
be presumed to be predicted by use of strategic planning steps as suggested by Hunger (2003). These are environmental scanning, strategy formulation, strategy implementation and control. In this framework there are moderating variables which may negatively or positively affect strategy implementation. These are political, economic, socio-cultural, technological, ecological and legal factors. Effective strategy implementation will be achieved through customer based structure, teamwork, skilled and motivated employees, reduced costs through use of modern technology and relevant means of exchanging information. These variables are diagrammatically represented in the Figure 4.

Figure 4 Conceptual Framework

<table>
<thead>
<tr>
<th>Independent Variable</th>
<th>Moderating Variables</th>
<th>Dependent Variables</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Organization structure</td>
<td></td>
<td>Strategy implementation</td>
</tr>
<tr>
<td>2. Leadership</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Human resources</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Technology</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Information control system</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1. Political factors</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2. Economic factors</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3. Social factors</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4. Technological factors</td>
<td></td>
</tr>
</tbody>
</table>

(Source: Researcher (2010))
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction
This chapter specifies the methodological strategy and procedures that was followed in conducting the study. It especially focused on location of the study, research design; target population, sample and sampling techniques, data collection methods and instruments, validation of instruments and statistical treatments of the survey data was outlined.

3.2 Research Design
The study utilized ex-post-facto causal-comparative research design. According to Fraenkel and Wallen (2000), a causal-comparative research seeks to determine the cause or consequences of differences that already exist between or among groups or individuals and also seeks to investigate and establish the existence of certain relationships among the variables under investigation.

3.3 Target Population
The target population of this study comprised of employees in the top level, middle level and supervisory level who are directly involved in strategy implementation. The top level managers were useful participants in the study because they design the action plans which specify the actions needed to address each of the top organizational issues and how to reach each of the associated goals, who will complete each action and according to what timeline. They developed an overall, top-level action plan that depicted how each strategic goal was reached. The middle level managers were also useful participants in the study because they are implementation managers and as such, they have the responsibility of instilling, controlling and maintaining implementation in the councils. They are crucial in creating and influencing the ethics and authority styles in the council and of all the people in the council, they are the most influential. Supervisory level staffs on the other hand were useful for this study because they are the ones who are affected
directly or indirectly whenever the council has an implementation problem. They are also responsible for the day to day running of activities.

3.4 Sampling procedure and Sample size
The study adopted stratified random sampling among employees in the top level, middle level and supervisory level as detailed in table 2. The researcher therefore, adopted the 30% sample selection as stated by Kothari and Kothari (2003) in order to increase participation in the study. The following table 2 shows sample size of respondents.

Table 2: Sample size of respondents

<table>
<thead>
<tr>
<th>Department</th>
<th>Target Population</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Town Clerk</td>
<td>66</td>
<td>20</td>
</tr>
<tr>
<td>Town Treasurer</td>
<td>68</td>
<td>20</td>
</tr>
<tr>
<td>Town Engineer</td>
<td>76</td>
<td>23</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>210</strong></td>
<td><strong>63</strong></td>
</tr>
</tbody>
</table>

Source: MCM Human Resource Department 2010

3.5 Data Collection Methods
The only techniques used to collect data for the study were the use of the questionnaire.

3.5.1 Research Instruments
The technique used to collect data for the study was the use of the questionnaire. Because of the nature of the study that looks at strategic related problems in terms of implementation, only top and senior middle management positions at the Council were targeted to obtain response on the obstacle items included in the questionnaire.

3.5.2 Questionnaire
The questionnaire asked specific questions which called for specific answers (Lovell, 1977). They comprised of open and closed ended questions. The closed ended questions provided data that is easy to compute and analyze while open-ended
questions permitted a great depth of response thus adding quality to the data collected. Section A required the staff to furnish some data about him or her and the Municipal Council. Section B consisted of closed and open-ended questions to evaluate the extent to which the potential implementation problems actually are a problem in the activities that took place after the decision was initiated.

They were preferred due to their suitability for the study as suggested by Mugenda (1999:71) who observed that questionnaires are commonly used to obtain important information about a population. Each item in the questionnaire was developed to address a specific research question of the study. Questionnaires were administered by drop and later pick method. Those who advocated the use of this technique argued that the questionnaire has unique advantages and if properly constructed and administered, it may serve as the most appropriate and useful data gathering device in a research project. It can give the respondent a good chance to give confidential information regarded as embarrassing if communicated orally.

3.6 Data Collection Procedure
A research permit to enable the researcher carry out the study was obtained from the office of the Town Clerk. The researcher was visiting each of the selected departments where the employees were. Permission to conduct the research in a particular section was sought from the Head of the concerned section. The researcher then issued the questionnaires to the respondents concerned then organized with them on the date of collection of the completed questionnaires

3.7 Validation of Instruments
This is the degree to which results obtained from the analysis of the data actually represented the phenomenon under study (Mugenda, 1999). According to Jaeger (1990), validity is a measurement concept that is concerned with the degree to which a measurement instrument actually measures what it purports to measure. Validity is not absolute, but depends on the context in which a measurement instrument is used and the inferences that are based on results of measurement. Orodho (2004) asserts that once the questionnaire has been constructed, it should be tried out in the field.
According to Wiersman (1985), the main aim of piloting is to help identify misunderstandings, ambiguities and inadequacies of items in the instrument.

3.9 Data Analysis and Interpretation
Qualitative data was analyzed by use of content analysis, while quantitative data used descriptive analysis. These were shown by ascertaining the mean, mode, percentages, frequencies and median. After the questionnaire and other tools were administered, the raw data collected was systematically organised through coding for ease of descriptive analysis. After coding, the Statistical Package for Social Sciences (SPSS) version 15 was used in the analysis. In the process, the data was keyed into the computer in order to group variables and patterns in the responses given by the respondents. The generated indices were qualitatively interpreted, backed by the historical method of corroboration of facts and evidence provided.

3.10 Data Presentation
Data was presented by use of tables, charts and graphs. These were clearly presented to give a clear picture of the findings of the study. Inferential statistics was used. It was aided by the Statistical Packages for Social Sciences (SPSS) version 15 for windows with a significance level of 95% ($\alpha=0.05$).
CHAPTER FOUR
4.0 DATA ANALYSIS AND INTERPRETATION

4.1 Introduction
This chapter presents both the descriptive and analytic results of the study. The descriptive results avail information on social and demographic characteristics of the study sample such as age, sex, education, experience and training. Presented in this chapter also are variables on strategy implementation as organizational structure, leadership, human resource, technology and information control system. The way these variables interact with each other and with the strategy implementation status of the study of the Municipal Council of Machakos is also outlined.

4.1 Response Rate
A total of 62 respondents out of the proposed 63 respondents from the three departments in MCM completed and returned the questionnaires. This represented a 98.4% return rate of the questionnaires, including 5 top levels and 32 middle level management, 16 supervisory staff and 9 subordinate staffs. This information is summarized in Table 4.1. In the Engineering department the level of return was probably affected by several factors among them the format and length of instrument, the type of technical questions, the mood of recipients, among many others. Therefore, the unattended questionnaires were given to the other departments.

Table 4.1: Survey response rate

<table>
<thead>
<tr>
<th>Department</th>
<th>Number of respondents</th>
<th>% of the total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Town Clerk</td>
<td>24</td>
<td>120</td>
</tr>
<tr>
<td>Town Treasury</td>
<td>21</td>
<td>105</td>
</tr>
<tr>
<td>Town Engineer</td>
<td>17</td>
<td>73.9</td>
</tr>
</tbody>
</table>

Source: Field data, 2010.
Table 4.2: Preliminary information of the survey respondents

The researcher wanted to establish the Demographic features of the study population as shown in table 4.2 below.

<table>
<thead>
<tr>
<th>Factor</th>
<th>Descriptor</th>
<th>N</th>
<th>(%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Department</td>
<td>Town Clerk</td>
<td>24</td>
<td>38.71</td>
</tr>
<tr>
<td></td>
<td>Town Treasury</td>
<td>21</td>
<td>33.87</td>
</tr>
<tr>
<td></td>
<td>Town Engineer</td>
<td>17</td>
<td>27.42</td>
</tr>
<tr>
<td>Administrative Position</td>
<td>Top Level</td>
<td>5</td>
<td>8.06</td>
</tr>
<tr>
<td></td>
<td>Middle Level</td>
<td>32</td>
<td>51.61</td>
</tr>
<tr>
<td></td>
<td>Supervisory</td>
<td>16</td>
<td>25.81</td>
</tr>
<tr>
<td></td>
<td>Subordinate</td>
<td>9</td>
<td>14.52</td>
</tr>
<tr>
<td>Gender</td>
<td>Females</td>
<td>25</td>
<td>40.32</td>
</tr>
<tr>
<td></td>
<td>Males</td>
<td>37</td>
<td>59.68</td>
</tr>
<tr>
<td>Age</td>
<td>less than 30 yrs</td>
<td>7</td>
<td>11.29</td>
</tr>
<tr>
<td></td>
<td>30 – 35 yrs</td>
<td>5</td>
<td>8.06</td>
</tr>
<tr>
<td></td>
<td>36 – 40 yrs</td>
<td>11</td>
<td>17.74</td>
</tr>
<tr>
<td></td>
<td>41 - 45 yrs</td>
<td>24</td>
<td>38.71</td>
</tr>
<tr>
<td></td>
<td>46 – 50 yrs</td>
<td>12</td>
<td>19.35</td>
</tr>
<tr>
<td></td>
<td>more than 50 yrs</td>
<td>3</td>
<td>4.84</td>
</tr>
<tr>
<td>Education</td>
<td>KCPE</td>
<td>2</td>
<td>3.23</td>
</tr>
<tr>
<td></td>
<td>KCSE</td>
<td>16</td>
<td>25.81</td>
</tr>
<tr>
<td></td>
<td>Diploma</td>
<td>22</td>
<td>35.48</td>
</tr>
<tr>
<td></td>
<td>Degree</td>
<td>4</td>
<td>6.45</td>
</tr>
<tr>
<td>Professional Training</td>
<td>Management</td>
<td>18</td>
<td>29.03</td>
</tr>
</tbody>
</table>

32
4.2 Demographic features of the study population

4.2.1 Population size and working experience

The study covered three departments with a total of 62 respondents. The observed departmental years of working experience ranged from 1 to 23 years with a mean of 5 years (SD=4.13). Out of these respondents, 38.7% of the Town Clerk department had 1 to 23 years, 33.9% of Town Treasury department had 1 to 11 years, and 27.4% of Town Engineer department had 2 to 8 years of working experience. The number of staff under 3 years of experience in the study sample ranged between 1 to 2 employees per department. Majority in the study sample indicated that they had taken part in implementation in one way or the other.

![Fig. 5: Distribution of the study sample by department. (N=62)](Source: (Researcher, 2010))

4.2.2 Management Levels

The study revealed that the top level management as the action plans designers was 8.1%, middle level management which are the implementing managers was 51.6%, the supervisory team who monitors the implementation was 25.8 % and the subordinate staffs was 14.5%.
4.2.3 Gender Composition
The gender composition reveals that 40.3% were female while 59.7% were males. This shows that male employees are directly involved in strategy implementation.

4.2.4 Age groups
In terms of ages of respondents the study found out that 11.3% were less than 30 years, 8.1% aged between 30-35 years, 17.7% aged between 36-40 years, while the majorities were aged between 41 years and over 50 years of age and this is shown in table 4.2.

4.2.5 Education
Only 3% of the sample respondents had acquired up to primary education, 25.8% had completed secondary education, while 35.5% had post secondary education training and attained a diploma, 6.5% had up to university education, and 29% had attained professional training on management.

4.3 Importance and effectiveness of strategy implementation
The researcher wanted to establish the effectiveness of strategy implementation in the council as rated in the table 4.3 below.
Table 4.3: Effectiveness of strategy implementation (numbers in parenthesis are number of respondents)

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly agree</th>
<th>Tend to agree</th>
<th>Undecided</th>
<th>Tend to disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>The council is better at formulating strategy than at implementing strategic plans</td>
<td>45.2 (28)</td>
<td>40.3 (25)</td>
<td>4.8 (3)</td>
<td>6.5 (4)</td>
<td>3.2 (2)</td>
</tr>
<tr>
<td>There is a gap between the formulation of and effective implementation of strategic plans in the council</td>
<td>40.3 (25)</td>
<td>48.4 (30)</td>
<td>3.2 (2)</td>
<td>6.5 (4)</td>
<td>1.6 (1)</td>
</tr>
<tr>
<td>The council is effective at implementing strategic plans</td>
<td>25.8 (16)</td>
<td>48.4 (30)</td>
<td>9.7 (6)</td>
<td>12.9 (8)</td>
<td>3.2 (2)</td>
</tr>
</tbody>
</table>

Source: (Researcher, 2010)

From table 4.3 the council staff differed in their perceptions. Eighty six percent of the respondents (85.5%) agreed that their organisation is better at formulating strategy than at implementing strategic plans. However, more than three quarter (88.7%) of the respondents agreed that there is a moderate to very large gap between strategy formulation and effective strategy implementation. Almost 46 respondents (72.2%) agreed that their organisation is effective at strategy implementation, 16.1% rated it as not effective and 3.2% were undecided. Thus from the research findings we can conclude that the council is effective at strategy implementation.

4.4 Main Drivers of strategy implementation

The researcher wanted to establish the Drivers of strategy implementation. These Drivers were rated as shown in the table 4.4 below.
Table 4.4: Drivers of effective strategy implementation (numbers in parenthesis are number of respondents)

<table>
<thead>
<tr>
<th>Statement</th>
<th>Very large extent</th>
<th>Large extent</th>
<th>Moderate extent</th>
<th>Small extent</th>
<th>No extent</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organisational structure of the council</td>
<td>19.4 (12)</td>
<td>38.7 (24)</td>
<td>40.3 (25)</td>
<td>1.6 (1)</td>
<td>0</td>
</tr>
<tr>
<td>The allocation of resources in the council</td>
<td>12.9 (8)</td>
<td>41.9 (26)</td>
<td>38.7 (24)</td>
<td>6.5 (4)</td>
<td>0</td>
</tr>
<tr>
<td>The organisational culture of the council</td>
<td>14.5 (9)</td>
<td>27.4 (17)</td>
<td>37.1 (23)</td>
<td>21.0 (13)</td>
<td>0</td>
</tr>
<tr>
<td>The performance management system of the council</td>
<td>19.4 (12)</td>
<td>33.9 (21)</td>
<td>37.1 (23)</td>
<td>9.7 (6)</td>
<td>0</td>
</tr>
<tr>
<td>The strategic leadership of the council</td>
<td>21.0 (13)</td>
<td>27.4 (17)</td>
<td>40.3 (25)</td>
<td>11.3 (7)</td>
<td>0</td>
</tr>
<tr>
<td>The staff training and development in the council</td>
<td>12.9 (8)</td>
<td>30.6 (19)</td>
<td>32.3 (20)</td>
<td>24.2 (15)</td>
<td>0</td>
</tr>
<tr>
<td>The information systems of the council</td>
<td>25.8 (16)</td>
<td>29.0 (18)</td>
<td>24.2 (15)</td>
<td>21.0 (13)</td>
<td>0</td>
</tr>
</tbody>
</table>

Source: (Researcher, 2010)

Respondents indicated the extent to which the mentioned items contribute positively to effective strategy implementation in their organisations. The organisational structure contributes to a moderate extent 40.3%; The allocation of resources contribute to a large extend 41.9%; The organisational culture contribute moderately 37.1%; The performance management system contribute to a moderate extend 37.1%; The strategic leadership contributes to a moderate extend 40.3%; The training of staff and development contributes to a moderate extend 32.3% and the information systems to a large extend contribute 29.0%. This is an indication that the respondents were of the opinion that all of the mentioned factors are important drivers to strategy implementation. Most of the respondents were of the opinion that the strategic allocation of resources of the organisation is the most important driver to
strategy implementation. The organizational structure and culture also contributes to a large extent to strategy implementation.

4.5 Contribution of Strategic Leadership to Strategy Implementation

The researcher wanted to establish the contribution of Strategic Leadership to effective strategy implementation. Factors relating to Strategic Leadership were rated as shown in the table 4.5 below.

### Table 4.5 Extend in Contribution of strategic leadership to Strategy Implementation

<table>
<thead>
<tr>
<th>Statement</th>
<th>Always %</th>
<th>Often %</th>
<th>Sometimes %</th>
<th>Rarely %</th>
<th>Never %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Determines a strategic direction for the Council</td>
<td>38.7 (24)</td>
<td>32.3 (20)</td>
<td>19.4 (12)</td>
<td>9.7 (6)</td>
<td>0</td>
</tr>
<tr>
<td>Establishes a balanced organisational control</td>
<td>33.9 (21)</td>
<td>22.6 (14)</td>
<td>24.2 (15)</td>
<td>19.4 (12)</td>
<td>0</td>
</tr>
<tr>
<td>Sustain an effective organisational control</td>
<td>19.4 (12)</td>
<td>40.3 (25)</td>
<td>24.2 (15)</td>
<td>16.1 (10)</td>
<td>0</td>
</tr>
<tr>
<td>Emphasises ethical practices</td>
<td>22.6 (14)</td>
<td>27.4 (17)</td>
<td>27.4 (17)</td>
<td>22.6 (14)</td>
<td>0</td>
</tr>
<tr>
<td>Exploit and maintain core competencies</td>
<td>25.8 (16)</td>
<td>35.5 (22)</td>
<td>22.6 (14)</td>
<td>16.1 (10)</td>
<td>0</td>
</tr>
<tr>
<td>Develops human capital</td>
<td>29.0 (18)</td>
<td>19.4 (12)</td>
<td>11.3 (7)</td>
<td>38.7 (24)</td>
<td>1.6(1)</td>
</tr>
<tr>
<td>Develops social capital</td>
<td>37.1 (23)</td>
<td>16.1 (10)</td>
<td>27.4 (17)</td>
<td>19.4 (12)</td>
<td>0</td>
</tr>
</tbody>
</table>

Source: (Researcher, 2010)

Table 4.5 revealed that the respondents were of the opinion that all the given strategic leadership actions contribute positively to effective strategy implementation in the
organization. Determining a strategic direction for the organisation obtained the highest percent (38.7%) and sustains an effective organizational culture obtained the lowest mean percentage (19.4 %). Other strategic leadership roles that play an important role in effective strategy implementation are: exploitation and maintenance of core competences (25.8 %) and development of social capital (37.1 %). Thus strategic leadership is influential in determining a strategic direction for the council.

4.6 How Organization structure contributes to effective strategy implementation

The researcher wanted to establish the contribution of Organizational structure to effective strategy implementation. Factors relating to Organizational structure were rated as shown in the table 4.6 below.

Table 4.6 Contribution of Organization structure to effective strategy implementation

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implementing is run slower than foreseen time</td>
<td>14.5 (9)</td>
<td>64.5 (40)</td>
<td>17.7 (11)</td>
<td>3.2 (2)</td>
</tr>
<tr>
<td>Implementing takes more time than originally allocated</td>
<td>14.5 (9)</td>
<td>64.5 (40)</td>
<td>19.4 (12)</td>
<td>1.6 (1)</td>
</tr>
<tr>
<td>Key implantation tasks and activities are not sufficiently defined</td>
<td>3.2 (2)</td>
<td>46.8 (29)</td>
<td>43.5 (27)</td>
<td>6.5 (4)</td>
</tr>
<tr>
<td>There is lack of understanding of the role of organisation structure and design in the execution process</td>
<td>8.1 (5)</td>
<td>46.8 (29)</td>
<td>43.5 (27)</td>
<td>1.6 (1)</td>
</tr>
<tr>
<td>Competing activities distracted attention from implementing the decision</td>
<td>11.3 (7)</td>
<td>45.2 (28)</td>
<td>40.3 (25)</td>
<td>3.2 (2)</td>
</tr>
<tr>
<td>There is lack of alignment between the organisation culture and the strategic plans of the council</td>
<td>0</td>
<td>45.2 (28)</td>
<td>51.6 (32)</td>
<td>3.2 (2)</td>
</tr>
<tr>
<td>The core competencies are not aligned with the strategic plans of the council</td>
<td>1.6 (1)</td>
<td>43.5 (27)</td>
<td>50.0 (31)</td>
<td>6.5 (4)</td>
</tr>
<tr>
<td>There is deviation from original plan objectives</td>
<td>6.5 (4)</td>
<td>37.1 (23)</td>
<td>48.4 (30)</td>
<td>1.6 (1)</td>
</tr>
<tr>
<td>The strategic plans are poorly or vaguely formulated</td>
<td>1.6 (1)</td>
<td>29.0 (18)</td>
<td>61.3 (38)</td>
<td>8.1 (5)</td>
</tr>
</tbody>
</table>

Source: (Researcher, 2010)
Table 4.6 revealed that the 79.0% of the respondents were of the opinion that implementing was run slower than foreseen time and took more time than originally allocated. More than 50% indicated that key implementation tasks and activities were not sufficiently defined, competing activities distracted attention from implementing the decision and there was lack of alignment between the organisation culture and the strategic plans of the council. Forty five percent admitted that the core competencies are not aligned with the strategic plans of the council and 43.5% said there was a deviation from original planned objectives. Only 30.6% stated that strategic plans are poorly or vaguely formulated and 69.3% strongly disagreed.

4.7 How Human resources contribute to effective strategy implementation

The researcher wanted to establish the contribution of Human resources to effective strategy implementation. Factors relating to Human resources were rated as shown in the table 4.7 below.

Table 4.7 contribution of Human resources to effective strategy implementation

<table>
<thead>
<tr>
<th>Statement</th>
<th>Greater extent</th>
<th>Lesser extent</th>
<th>Uncertain</th>
<th>Non existent</th>
</tr>
</thead>
<tbody>
<tr>
<td>The goals of, and incentives for, the staff are aligned with the strategic plans of the council</td>
<td>17.7 (11)</td>
<td>69.4(43)</td>
<td>8.1(5)</td>
<td>4.8(3)</td>
</tr>
<tr>
<td>The allocation of resources is aligned with the strategic plans of the council</td>
<td>21.0(13)</td>
<td>66.1(41)</td>
<td>11.3(7)</td>
<td>1.6(1)</td>
</tr>
<tr>
<td>The staff does understand the council’s strategic plans</td>
<td>19.4(12)</td>
<td>59.7(37)</td>
<td>14.5(9)</td>
<td>6.5(4)</td>
</tr>
<tr>
<td>Implementing staff are capable enough</td>
<td>16.1(10)</td>
<td>58.1(36)</td>
<td>21.0(13)</td>
<td>4.8(3)</td>
</tr>
<tr>
<td>Capabilities of employees involved are sufficient</td>
<td>16.1(10)</td>
<td>56.5(35)</td>
<td>21.0(13)</td>
<td>3.2(2)</td>
</tr>
<tr>
<td>Subordinates are trained effectively</td>
<td>21.0(13)</td>
<td>51.6(32)</td>
<td>16.1(10)</td>
<td>11.3(7)</td>
</tr>
<tr>
<td>Changes in responsibilities of key employees is clearly defined</td>
<td>19.4(12)</td>
<td>50.0(31)</td>
<td>19.4(12)</td>
<td>8.1(5)</td>
</tr>
<tr>
<td>Advocates and supporters of the strategic decision leave the council during implementation</td>
<td>22.6(14)</td>
<td>45.2(28)</td>
<td>27.4(17)</td>
<td>6.5(4)</td>
</tr>
<tr>
<td>Lack of feelings of ‘ownership’ of a strategy or execution plans among key employees</td>
<td>22.6(14)</td>
<td>38.7(24)</td>
<td>32.3(20)</td>
<td>4.8(3)</td>
</tr>
<tr>
<td>Overall goals are sufficiently well understood by employees</td>
<td>50.0(31)</td>
<td>33.9(21)</td>
<td>12.9(8)</td>
<td>3.2(2)</td>
</tr>
</tbody>
</table>

Source: (Researcher, 2010)
Table 4.7 revealed that 69.4% said that there is lesser extend in aligning allocation of resources with strategic plans of the Council; 66.1% showed lesser extend in allocation of resources in alignment with the plans. The implementing staff are in lesser extend capable enough as reported by 58.1% of the respondents. 59.7% said that to a lesser extend the staff do not understand the council's strategic plans.

4.8 How Leadership contributes to effective strategy implementation

The researcher wanted to establish the contribution of Leadership to effective strategy implementation. Factors relating to Leadership were rated as shown in the table 4.8 below

<table>
<thead>
<tr>
<th>Statement</th>
<th>Always</th>
<th>Frequently</th>
<th>Occasionally</th>
<th>Rarely</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td>The strategic leaders provide strategic directions for the council</td>
<td>23.0(14)</td>
<td>39.3(24)</td>
<td>27.9(17)</td>
<td>8.2(5)</td>
<td>1.6(1)</td>
</tr>
<tr>
<td>Top managers support strategic plans implementation</td>
<td>39.3(24)</td>
<td>41.0(25)</td>
<td>9.8(6)</td>
<td>6.6(4)</td>
<td>3.3(2)</td>
</tr>
<tr>
<td>The leaders are competent enough to implement strategic plans effectively</td>
<td>24.6(15)</td>
<td>44.3(27)</td>
<td>26.2(16)</td>
<td>4.9(3)</td>
<td>0</td>
</tr>
<tr>
<td>Ethical practices are evident in strategic plans implementation</td>
<td>16.4(10)</td>
<td>29.5(18)</td>
<td>32.8(20)</td>
<td>16.4(10)</td>
<td>1.6(1)</td>
</tr>
<tr>
<td>There is an ability to manage change effectively</td>
<td>14.8(9)</td>
<td>21.3(13)</td>
<td>36.1(22)</td>
<td>24.6(15)</td>
<td>3.3(2)</td>
</tr>
<tr>
<td>Some competitive jobs and crisis, divert managers’ attention from implementation of strategies</td>
<td>13.1(8)</td>
<td>27.9(17)</td>
<td>39.3(24)</td>
<td>14.8(9)</td>
<td>4.9(3)</td>
</tr>
<tr>
<td>Managers are not able to do leading and directing properly</td>
<td>6.5(4)</td>
<td>18.0(11)</td>
<td>32.8(20)</td>
<td>34.4(21)</td>
<td>8.2(5)</td>
</tr>
<tr>
<td>Leadership and direction provided by departmental managers is adequate</td>
<td>14.8(9)</td>
<td>47.5(29)</td>
<td>29.5(18)</td>
<td>8.2(5)</td>
<td>0</td>
</tr>
<tr>
<td>Key formulators of the strategic decision are playing an active role in implementation</td>
<td>21.3(13)</td>
<td>37.7(23)</td>
<td>23.0(14)</td>
<td>16.4(10)</td>
<td>0</td>
</tr>
</tbody>
</table>

Source: (Researcher, 2010)
Table 4.8 indicated that leadership and direction provided by departmental managers is in adequate manner giving a 29.1% while 8.2% indicated that they rarely provide direction. Supporting employee’s perception of goals and strategies by the leaders was very high. There was consultation and use of intellectual abilities of employees by leaders.

4.9 How Technology contributes to effective strategy implementation
The researcher wanted to establish the contribution of Technology to effective strategy implementation. Factors relating to Technology were rated as shown in the table 4.9 below.

| Table 4.9 Contribution of Technology to effective strategy implementation |
|-------------------------------------------------|----------------|----------------|----------------|----------------|----------------|
| Statement | Very large extent | Large extent | Moderate extent | Small extent | Non extent |
| Training and instruction given to lower level employees is adequate | 4.8 (3) | 35.5(22) | 37.1(23) | 17.7(11) | 4.8(3) |
| There are occurring unexpected problems | 4.8(3) | 22.6(14) | 29.0(18) | 41.9(26) | 1.6(1) |
| Uncontrolled factors in the external environment have an adverse impact on implementation | 9.7(6) | 22.6(14) | 43.5(27) | 24.2(15) | 0 |
| Major problems surfaces which have not been identified earlier | 8.1(5) | 29.0(18) | 30.6(19) | 27.4(17) | 4.8(3) |
| Human capital are effectively developed to support strategic plans implementation | 6.5(4) | 37.1(23) | 37.1(23) | 17.7(11) | 1.6(1) |
| Social capital are effectively developed to support strategic plans implementation | 6.5(4) | 38.7(24) | 35.5(22) | 17.1(11) | 1.6(1) |

Source: (Researcher, 2010)

In table 4.9 there moderately exists proper technology accessible to the council employees. 37.1% reported moderate training and instruction given to lower level employees. There is a large extend (38.7%) of developing social capital and (37.1%) of developing Human capital. Technologies were considered as facilitators for
process of work. There is adequate communication technology for customer-staff relationship.

4.10 How Information systems contribute to effective strategy implementation

The researcher wanted to establish the contribution of Information system to effective strategy implementation. Factors relating to Information systems were rated as shown in the table 4.10 below.

Table 4.10 Contribution of Information systems to effective strategy implementation

<table>
<thead>
<tr>
<th>Statement</th>
<th>Very large extent</th>
<th>Large extent</th>
<th>Moderate extent</th>
<th>Small extent</th>
<th>Non extent</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is information system for sufficient control of activities</td>
<td>19.4(12)</td>
<td>43.5(27)</td>
<td>24.2(15)</td>
<td>11.3(7)</td>
<td>1.6(1)</td>
</tr>
<tr>
<td>Information systems used to monitor implementation are adequate.</td>
<td>24.2(15)</td>
<td>35.5(22)</td>
<td>22.6(14)</td>
<td>14.5(9)</td>
<td>3.2(2)</td>
</tr>
<tr>
<td>Co-ordination is sufficiently effective</td>
<td>14.5(9)</td>
<td>33.9(21)</td>
<td>35.5(22)</td>
<td>12.9(8)</td>
<td>3.2(2)</td>
</tr>
<tr>
<td>Activities’ coordination are rightly performed</td>
<td>17.7(11)</td>
<td>33.9(21)</td>
<td>33.9(22)</td>
<td>9.7(6)</td>
<td>3.2(2)</td>
</tr>
<tr>
<td>Problems requiring top management involvement are communicated early enough</td>
<td>12.9(8)</td>
<td>27.4(17)</td>
<td>41.9(26)</td>
<td>14.5(9)</td>
<td>3.2(2)</td>
</tr>
<tr>
<td>The council’s strategic plans are effectively communicated to the staff</td>
<td>12.9(8)</td>
<td>27.4(17)</td>
<td>37.1(23)</td>
<td>19.4(12)</td>
<td>3.2(2)</td>
</tr>
<tr>
<td>The implementation of strategic plans are effective controlled</td>
<td>11.3(7)</td>
<td>35.5(22)</td>
<td>40.3(25)</td>
<td>11.3(7)</td>
<td>1.6(1)</td>
</tr>
</tbody>
</table>

Source: (Researcher, 2010)

Table 4.10 revealed that the respondents were of the opinion that the information system for sufficient control of activities was at very large extent giving a 19.4% and information systems used to monitor implementation were adequate. Forty seven percent (46.8%) indicated that implementation of strategic plans was controlled, co-
ordinated sufficiently and all activities of coordination are rightly performed. Forty percent (40.3%) indicated that problems requiring top management involvement were communicated early enough and the council’s strategic plans were effectively communicated to the staff.

4.11 The overall success rating of implementation at the MCM

Table 4.11 Overall success rating of implementation at the MCM

<table>
<thead>
<tr>
<th>Overall rating</th>
<th>Number</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>High success</td>
<td>10</td>
<td>16.1</td>
</tr>
<tr>
<td>Moderate success</td>
<td>39</td>
<td>62.9</td>
</tr>
<tr>
<td>Low success</td>
<td>13</td>
<td>21.0</td>
</tr>
<tr>
<td>Total</td>
<td>62</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: (Researcher, 2010)

Majority of the respondents 62.9% rated the council as moderately successful in strategy implementation. 21.0% rated low success and 16.1% rated it as highly successful. Thus the findings show that the council is moderately successful in strategy implementation.
CHAPTER FIVE
SUMMARY OF THE FINDINGS, CONCLUSIONS AND
RECOMMENDATIONS

5.1 Introduction
This chapter presents a summary of study findings, based on study objectives which were to identify how organizational structure influences implementation of strategic plans; identify how human resources influence implementation of strategic plans; establish the effect of leadership on implementation of strategic plans; investigate the contribution of technology on implementation of strategic plans and find out whether information systems influence implementation of strategic plans. First a summary of findings is provided followed by recommendations and suggestions.

5.2 Summary of findings
The findings in this study indicate that male respondents 59.68% outnumbered the female 40.32%. This may be due to the ratio of male to female in the Council. Most of the employee respondents in the Council belong to the ages between 41-45 years which is 38.71% and 46-50 years which is 19.35% of the sample studied. There is varied data on education levels in MCM. A small percentage 6.45% of the respondents are graduates; 29.03% have a management course; 35.48% have a diploma; 25.81% have only the KCSE certificate and only 3.23% have the primary level certificate. As concerns effectiveness of strategy implementation in the council, 85.7% agreed that the council is better at formulation of strategic plans than implementing. This clearly shows that there is a gap between formulation and implementation of strategic plans.

The responses obtained from respondents indicate that the following factors contribute positively to effective strategy implementation. These are the organizational structure which contributes up to 58.1%; resources allocation 54.8%; the organizational culture 41.9% which creates the working atmosphere of the employees; the leadership contributes highly to implementation of strategic plans which is 48.3%. For improving skills in the council, staff training and development
contributes 43.5% and information systems contribute 54.8% towards effective implementation of strategic plans. Strategic leadership at MCM was reported as it always determines a strategic direction by 38.7%; establishes a balanced organizational control 33.9%; it often sustains an organizational culture 40.3%; it sometimes emphasises ethical practices 22.6%; it rarely develops human capital and often develops social capital.

5.3 Organizational structure
The organizational structure contributes positively to implementation of strategic plans at MCM. 75.0% of the respondents reported that implementation is run slower than foreseen time and takes more time than originally allocated. 50% said that key implementation tasks and activities are not sufficiently defined. From the findings 56.5% agreed that there are competing activities which distract attention from implementing the plans. 56.1% disagreed that there is lack of alignment between the organization culture and the strategic plans of the council. A greater percentage of 61.3% disagreed that strategic plans are poorly and vaguely formulated.

5.4 Human resources
The findings of the study on Human resources indicate that 69.4% said that there is lesser extend in aligning allocation of resources with strategic plans of the Council; 66.1% showed lesser extend in allocation of resources in alignment with the plans. The implementing staff are in lesser extend capable enough as reported by 58.1% of the respondents. 59.7% said that to a lesser extend the staff do not understand the councils strategic plans.

5.5 Leadership
Leadership being the driving factor towards effective strategy implementation, the study found out that top managers support strategic plans implementation and provide strategic direction for the Council. 44.3% supported that the leaders are competent. They occasionally have the ability to manage change effectively. 34.4% disagreed that managers are not able to lead and direct properly. There is adequacy in
the leadership and direction provided by departmental managers as reported by 47.5% of the respondents.

5.6 Technology
Technology speeds the rate of implementation of strategic plans. 37.1% disagreed that the training and instruction given to lower level employees at MCM is adequate. There are unexpected occurring problems that hinder implementation as reported by 41.9% of the sample. It is evident that Human capitals are effectively developed to support strategic plan implementation as supported by 37.1% of the sample respondents.

5.7 Information systems
The information system is sufficient for control of activities as stated by 43.5% of the sample. A small percentage 1.6% which is negligible said the information system is not sufficient. 35.5% agreed that there is moderate monitoring of information system. Activities coordination is moderately performed as it was the view of 35.5% of the respondents.

5.8 Conclusion
The study showed that implementation of strategic plans is run slower than the expected stated time. There are occurring unexpected problems which hinder implementation. The top management should be capable of dealing with these problems. The study also found out that there is no proper alignment of resources with the strategic plans of the Council. It also revealed that there is no proper training and instruction given to lower level employees on their areas of operation.

5.9 Recommendations
The study made the following recommendations for proper implementation of strategic plans at MCM. There should be an independent body to monitor strategy implementation so that it takes the stated time. Alignment of resources should be done properly so as to utilize the skills acquired and make use of the human and
physical capital available. Proper training and instruction should be given to the lower level employees so as to be competent in their area of work at the MCM.
REFERENCES


Daft. R. L, "*Organization Theory and Design*", Translated by: A. Parsayan and S. M.


Pearce, John A. 1991 *"Strategic Planning"* Irwin Boston


APPENDICES

Appendix 1 (Transmittal Letter)

Josephine M. Nzyoki
Kenyatta University
Department of Business Administration
P.O. Box 43844
Nairobi

The Town Clerk
Municipal Council of Machakos
P.O. Box 262
90100 – Machakos

Dear Sir,

I am a post graduate student currently working on my research about factors influencing implementation of strategic plans at the Municipal Council of Machakos. My respondents are the council employees in the top and middle level management who are directly involved in implementation. Kindly allow me to collect data using questionnaires; the data collected will strictly be used for academic purposes only.

Thank you.

Yours faithfully,

Josephine M. Nzyoki.
Post Graduate Student
Appendix 2 (Survey Questionnaire)

AN INVESTIGATION OF FACTORS INFLUENCING IMPLEMENTATION OF STRATEGIC PLANS IN THE MUNICIPAL COUNCIL OF MACHAKOS

Instruction for the completion of the questionnaire

a. Do not write your name or surname
b. Kindly complete the following questionnaire as objectively as possible. Read all the questions carefully, before answering them.
c. Possible answers are in some instances provided. Select the answer that best suits your situation.
d. The questionnaire is anonymous and information will be used to investigate the factors influencing implementation of strategic plans in the Council.
e. Mark with Tick (✓) in the appropriate block to indicate your choice and write your answers in the spaces provided.
f. Your co-operation is appreciated
SECTION A: SOCIAL-DEMOGRAPHIC INFORMATION

The Questionnaire deals with information on factors influencing implementation of strategic plans in the Municipal Council of Machakos. It will capture data on Organisation structure, Human resources, Leadership, Technology and Information Systems.

Questionnaire Serial Number: __________________________ Date of Interview: __________________________

1. Department: __________________________ Section: __________________________

2. What is your current position at work?
   1=Top management level
   2=Middle management level
   3=Supervisory level
   4=other (specify)________________________

3. What is your gender status?
   1= Female
   2= Male

4. What is your age group?
   1 = less than 30 yrs
   2 = 30 - 35 yrs
   3 = 36 - 40 yrs
   4 = 41 - 45 yrs
   5 = 46 - 50 yrs
   6 = more than 50 yrs
5. Highest level of formal education completed
   1 = None
   2 = Primary
   3 = Secondary
   4 = Certificate
   5 = Diploma
   6 = Bachelors degree
   7 = Postgraduate diploma
   8 = Masters Degree
   9 = Doctorate

6. Do you have a management qualification?
   1=Yes
   2=No

If yes, mentioned it-----------------------------------------------

7. How many years of experience do you have in the current position? .........

8. Have you worked in any other Municipal Council before?
   1=Yes
   2=No

If yes, for how long (specify) -------------------------------------

SECTION B

INSTRUCTIONS: Please rate how strongly you agree or disagree with each of the
following statements by placing a check mark in the appropriate box.

9. Reflect your opinion or attitude on the importance and effectiveness of
   strategy implementation in the Council

   1. The council is better at formulating strategy than at implementing strategic plans.
      _____ Strongly agree (5)
      _____ Tend to agree (4)
      _____ Undecided (neither agree nor disagree (3)
      _____ Tend to disagree (2)
      _____ Strongly disagree (1)
2. There is a gap between the formulation of and effective implementation of strategic plans in the council.

___ Strongly agree (5)
___ Tend to agree (4)
___ Undecided (neither agree nor disagree (3)
___ Tend to disagree (2)
___ Strongly disagree (1)

3. The council is effective at implementing strategic plans.

___ Strongly agree (5)
___ Tend to agree (4)
___ Undecided (neither agree nor disagree (3)
___ Tend to disagree (2)
___ Strongly disagree (1)

Any other opinion

________________________________________________________

________________________________________________________

10. You are requested to indicate the extent to which the mentioned items contribute positively to effective strategy implementation in the council.

4. The organisational structure of the council

___ Very large extent (5)
___ Large extent (4)
___ Moderate extent (3)
___ Small extent (2)
___ No extent (1)

The allocation of resources in the council

___ Very large extent (5)
___ Large extent (4)
___ Moderate extent (3)
___ Small extent (2)
___ No extent (1)
5. The organisation culture of the council
   _____ Very large extent (5)
   _____ Large extent (4)
   _____ Moderate extent (3)
   _____ Small extent (2)
   _____ No extent (1)

6. The performance management system of the council
   _____ Very large extent (5)
   _____ Large extent (4)
   _____ Moderate extent (3)
   _____ Small extent (2)
   _____ No extent (1)

7. The strategic leadership of the council
   _____ Very large extent (5)
   _____ Large extent (4)
   _____ Moderate extent (3)
   _____ Small extent (2)
   _____ No extent (1)

8. The staff training and development in the council
   _____ Very large extent (5)
   _____ Large extent (4)
   _____ Moderate extent (3)
   _____ Small extent (2)
   _____ No extent (1)

9. The information systems of the council
   _____ Very large extent (5)
   _____ Large extent (4)
   _____ Moderate extent (3)
   _____ Small extent (2)
   _____ No extent (1)

Any other comment

---------------------------------------------------------------------
---------------------------------------------------------------------

57
11. Indicate the extent to which specific strategic leadership actions contribute positively to effective strategy implementation in the council.

   
   ______ Always (5)
   ______ Often (4)
   ______ Sometimes (3)
   ______ Rarely (2)
   ______ Never (1)

11. Establishes a balanced organisational control.

   ______ Always (5)
   ______ Often (4)
   ______ Sometimes (3)
   ______ Rarely (2)
   ______ Never (1)

12. Sustain an effective organisational culture.

   ______ Always (5)
   ______ Often (4)
   ______ Sometimes (3)
   ______ Rarely (2)
   ______ Never (1)

13. Emphasises ethical practices.

   ______ Always (5)
   ______ Often (4)
   ______ Sometimes (3)
   ______ Rarely (2)
   ______ Never (1)

14. Exploit and maintain core competencies.

   ______ Always (5)
   ______ Often (4)
   ______ Sometimes (3)
   ______ Rarely (2)
   ______ Never (1)
15. Develops human capital.

- Always (5)
- Often (4)
- Sometimes (3)
- Rarely (2)
- Never (1)

17. Develops social capital.

- Always (5)
- Often (4)
- Sometimes (3)
- Rarely (2)
- Never (1)

Any other comment

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12. Indicate the degree to which you believe that each of the mentioned items is a problem to effective strategy implementation in the council

(a) **Organization structure**
(The corporate hierarchy, division of labour, delegating and communications)

Use the following scale: 1=Strongly disagree; 2=Disagree; 3=Agree; 4=Strongly agree

<table>
<thead>
<tr>
<th>Identify how organisation structure influences implementation of strategic plans</th>
<th>Scale</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>The strategic plans are poorly or vaguely formulated</td>
</tr>
<tr>
<td>2</td>
<td>There is lack of alignment between the organisation culture and the strategic plans of the council</td>
</tr>
<tr>
<td>3</td>
<td>The core competencies are not aligned with the strategic plans of the council</td>
</tr>
<tr>
<td>4</td>
<td>There is deviation from original plan objectives</td>
</tr>
<tr>
<td>5</td>
<td>Key implantation tasks and activities are not sufficiently defined</td>
</tr>
<tr>
<td>6</td>
<td>Competing activities distracted attention from implementing the decision</td>
</tr>
<tr>
<td>7</td>
<td>Implementing takes more time than originally allocated</td>
</tr>
<tr>
<td>8</td>
<td>Implementing is run slower than foreseen time</td>
</tr>
<tr>
<td>9</td>
<td>There is lack of understanding of the role of organisation structure and design in the execution process</td>
</tr>
<tr>
<td>Other</td>
<td></td>
</tr>
</tbody>
</table>

60
(b) Human resources
(Provides essential operating staff requires at each stage, responsible for implementing)

Use the following scale: 1=Non existent; 2=Uncertain; 3=Lesser extent; 4=Greater extent

<table>
<thead>
<tr>
<th>Identify how human resources influences implementation of strategic plans</th>
<th>Scale</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1 2 3 4</td>
</tr>
<tr>
<td>1  The allocation of resources is aligned with the strategic plans of the council</td>
<td></td>
</tr>
<tr>
<td>2  The staff does understand the council’s strategic plans</td>
<td></td>
</tr>
<tr>
<td>3  The goals of, and incentives for, the staff are aligned with the strategic plans of the council</td>
<td></td>
</tr>
<tr>
<td>4  Implementing staff are capable enough</td>
<td></td>
</tr>
<tr>
<td>5  Subordinates are trained effectively</td>
<td></td>
</tr>
<tr>
<td>6  Capabilities of employees involved are sufficient</td>
<td></td>
</tr>
<tr>
<td>7  Advocates and supporters of the strategic decision leave the council during implementation</td>
<td></td>
</tr>
<tr>
<td>8  Changes in responsibilities of key employees is clearly defined</td>
<td></td>
</tr>
<tr>
<td>9  Lack of feelings of ‘ownership’ of a strategy or execution plans among key employees</td>
<td></td>
</tr>
<tr>
<td>10 Overall goals are sufficiently well understood by employees</td>
<td></td>
</tr>
</tbody>
</table>

Others
(c) **Leadership**

(Effective leadership in such a way to lead organisation to use growth opportunities)

Use the following scale: 1=Never; 2=Rarely; 3=Occasionally; 4=Frequently; 5=Always

<table>
<thead>
<tr>
<th>Establish the effect of leadership on implementation of strategic plans</th>
<th>Scale</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
</tr>
<tr>
<td>1</td>
<td>The strategic leaders provide strategic directions for the council</td>
</tr>
<tr>
<td>2</td>
<td>Top managers support strategic plans implementation</td>
</tr>
<tr>
<td>3</td>
<td>The leaders are competent enough to implement strategic plans effectively</td>
</tr>
<tr>
<td>4</td>
<td>Ethical practices are evident in strategic plans implementation</td>
</tr>
<tr>
<td>5</td>
<td>There is an ability to manage change effectively</td>
</tr>
<tr>
<td>6</td>
<td>Some competitive jobs and crisis, divert managers’ attention from implementation of strategies</td>
</tr>
<tr>
<td></td>
<td>Managers are not able to do leading and directing properly</td>
</tr>
<tr>
<td>7</td>
<td>Leadership and direction provided by departmental managers is adequate</td>
</tr>
<tr>
<td>8</td>
<td>Key formulators of the strategic decision are playing an active role in implementation</td>
</tr>
<tr>
<td>Others</td>
<td></td>
</tr>
</tbody>
</table>
(d) **Technology**

(Knowledge, products, processes, instruments, procedures and system which helps producing goods and services, skills)

Use the following scale: 1=Non extent; 2=Small extent; 3=Moderate extent; 4=Large extent; 5=Very large extent

<table>
<thead>
<tr>
<th>The effect of technology on implementation of strategic plans</th>
<th>Scale</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>5</td>
</tr>
<tr>
<td>1 Training and instruction given to lower level employees is adequate</td>
<td></td>
</tr>
<tr>
<td>2 There are occurring unexpected problems</td>
<td></td>
</tr>
<tr>
<td>3 Uncontrolled factors in the external environment have an adverse impact on implementation</td>
<td></td>
</tr>
<tr>
<td>4 Major problems surfaces which have not been identified earlier</td>
<td></td>
</tr>
<tr>
<td>5 Human capital are effectively developed to support strategic plans implementation</td>
<td></td>
</tr>
<tr>
<td>6 Social capital are effectively developed to support strategic plans implementation</td>
<td></td>
</tr>
</tbody>
</table>

Others
(e) **Information systems**

(Hardware, software, infrastructure, trained personnel organized to facilitate, planning, control, and coordination and decision making-internal circulation of information)

Use the following scale: 1=Non existent; 2=Small extent; 3=Moderate extent; 4=Large extent; 5=Very large extent

<table>
<thead>
<tr>
<th>How information systems influences implementation of strategic plans</th>
<th>Scale</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. There is information system for sufficient control of activities</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>2. Information systems used to monitor implementation are adequate.</td>
<td></td>
</tr>
<tr>
<td>3. Co-ordination is sufficiently effective</td>
<td></td>
</tr>
<tr>
<td>4. Activities’ coordination are rightly performed</td>
<td></td>
</tr>
<tr>
<td>5. Problems requiring top management involvement are communicated early enough</td>
<td></td>
</tr>
<tr>
<td>6. The council’s strategic plans are effectively communicated to the staff</td>
<td></td>
</tr>
<tr>
<td>7. The implementation of strategic plans are effective controlled</td>
<td></td>
</tr>
<tr>
<td>Others</td>
<td></td>
</tr>
</tbody>
</table>

15. The overall success of implementation at the Council can be determined through a composite score derived from ALL the questions measured on a five-point scale as: _____ High success _____ Moderate success _____ Low success

*Thank you for your participation in this study*