FACTORS INFLUENCING SUCCESSFUL IMPLEMENTATION OF STRATEGIC PLANS
OF PUBLIC-SECTOR SACCO SOCIETIES WITHIN NAIROBI REGION

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DECLARATION

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

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This research project is dedicated to my loving family for their support and encouragement during the entire period of my study.
ACKNOWLEDGMENT

First, I want to thank God for His gracious provisions the entire period of my study. I am also grateful to my supervisors and lecturers for academic instructions. Finally, I sincerely thank my family, my church, friends and colleagues for their prayers and support.
TABLE OF CONTENTS

DECLARATION-----------------------------------------------------------------------------------------------------------------ii
DEDICATION-------------------------------------------------------------------------------------------------------------------iii
ACKNOWLEDGEMENT------------------------------------------------------------------------------------------------------------iv
TABLE OF CONTENTS-----------------------------------------------------------------------v
LIST OF TABLES------------------------------------------------------------------------------------------------------------------viii
LIST OF FIGURES----------------------------------------------------------------------------------------------------------------ix
DEFINITION OF TERMS----------------------------------------------------------------------------------------------------------------x
ABBREVIATION AND ACRONYMS-----------------------------------------------------------------------------------------------------xi
ABSTRACT-----------------------------------------------------------------------------------------------------------------------xii

CHAPTER ONE: INTRODUCTION-------------------------------------------------------------1
1.1 Background of the Study----------------------------------------------------------1
1.1 Concept of Strategy-------------------------------------------------------------------3
1.1.2 Strategy Implementation---------------------------------------------------------4
1.1.3 Sacco Societies---------------------------------------------------------------------5
1.2 Statement of the problem-----------------------------------------------------------7
1.3 Objectives of the Study-------------------------------------------------------------9
1.3.1 General Objectives-------------------------------------------------------------------9
1.3.2 Specific Objectives-------------------------------------------------------------------9
1.4 Research Questions-----------------------------------------------------------------------9
1.5 Significance of the Study----------------------------------------------------------10
1.6 Scope of the Study-----------------------------------------------------------------------10
1.7 Limitation of the Study-------------------------------------------------------------------11
CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction
2.2 Theoretical Review
2.3 Empirical Review
  2.3.1 Structure and Strategy Implementation
  2.3.2 Culture and Strategy Implementation
  2.3.3 Leadership styles and Strategy Implementation
  2.3.4 Resource Allocation and Strategy Implementation
  2.3.5 Organizational change and Strategy Implementation
2.4 Overview of Literature Review and Research Gaps
2.5 Conceptual Framework

CHAPTER THREE: METHODOLOGY

3.1 Introduction
3.2 Research Design
3.3 Target Population
3.4 Sampling Design and Sample size
3.5 Data Collection Instruments
3.6 Data Analysis and Presentation

CHAPTER FOUR: DATA ANALYSIS AND DISCUSSIONS

4.1 Introduction
4.2 Demographic Characterization of respondents
4.3 Organization Structure
4.4 Organization Culture
4.5 Organization leadership
4.6 Resource Allocation
4.7 Organizational Change-----------------------------------------------43
4.8 Implementation of Strategic plans-----------------------------------45

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS--49

5.1 Introduction---------------------------------------------------------49
5.2 Summary-------------------------------------------------------------49
5.3 Conclusion-----------------------------------------------------------53
5.4 Recommendations-----------------------------------------------------54
5.5 Suggestions for Further Research------------------------------------54

REFERENCES-------------------------------------------------------------55
APPENDICES-------------------------------------------------------------59

Appendix I: Letter of clearance to collect data
Appendix II: Questionnaire
<table>
<thead>
<tr>
<th>Table</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1</td>
<td>Target population</td>
<td>28</td>
</tr>
<tr>
<td>4.3.1</td>
<td>The effect of organization structure on strategic plans in SACCOs</td>
<td>34</td>
</tr>
<tr>
<td>4.4.1</td>
<td>Organizational structure on implementation on strategic plans in SACCOs</td>
<td>36</td>
</tr>
<tr>
<td>4.5.1</td>
<td>The effect of leadership style on implementation of strategic plans in SACCOs</td>
<td>39</td>
</tr>
<tr>
<td>4.6.1</td>
<td>Effects of resource allocation on strategic planning in SACCOs</td>
<td>41</td>
</tr>
<tr>
<td>4.7.1</td>
<td>The effect of organization change on strategic plans in SACCOs</td>
<td>44</td>
</tr>
<tr>
<td>4.8.1</td>
<td>Implementation of strategic plans</td>
<td>46</td>
</tr>
</tbody>
</table>
LIST OF FIGURES

Figure 2.1: Conceptual framework--------------------------------------------------------22
Figure 4.1: Distribution of respondents by Gender--------------------------------------32
Figure 4.2: Distribution of respondents by age------------------------------------------33
Figure 4.3: Manager's view on organizational programs and procedures------------------35
Figure 4.4: Way of doing things reflect best practices in their SACCOs---------------37
Figure 4.5: Managers’ response on leadership style inspiration on employees----------40
Figure 4.6: Managers’ view on capacity building----------------------------------------42
Figure 4.7: The effect of organization change on strategic plans of SACCOs-------------45
Figure 4.8: Implementation of strategic plans-------------------------------------------47
DEFINITION OF TERMS

**Business Environment** is the aggregate of all conditions, events, and influences that surround and affect a business firm. Business environment generally refers to factors outside the firm which can lead to opportunities for or threats to the firm. The most important external factors (external environment) include economic, legal, political, social and technological factors.

**Stakeholders** - A person, group, or organization that has direct or indirect stake in an organization because it can affect or be affected by the organization's actions, objectives, and policies. Key stakeholders in a business organization include creditors, customers, directors, employees, government (and its agencies), owners (shareholders), suppliers, unions, and the community from which the business draws its resources.

**Strategic fit** - express the degree to which an organization is matching its resources and capabilities with the opportunities in the external environment.

**Strategic management** - can be conceptualized as a process through which internal and external resources are brought together to produce products and services and through these satisfactory outcomes for all the organization’s stakeholders.

**Competitive advantage** - A superiority gained by an organization when it can provide the same value as its competitors but at a lower price, or can charge higher prices by providing greater value through differentiation. Competitive advantage results from matching core competencies to the opportunities in the external environment.

**Leverage** - The ability to influence a system, or an environment, in a way that multiplies the outcome of one's efforts without a corresponding increase in the consumption of resources. In other words, leverage is the advantageous condition of having a relatively small amount of cost yield a relatively high level of returns.

**Re-engineering** - Systematic starting over and reinventing the way a firm, or a business process, gets its work done.
<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>SACCO</td>
<td>Saving and credit Cooperative Society</td>
</tr>
<tr>
<td>KUSCCO</td>
<td>Kenya Union of Saving and Credit Cooperatives</td>
</tr>
<tr>
<td>CEO</td>
<td>Chief Executive Officer</td>
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<tr>
<td>SPSS</td>
<td>Statistical Package for the Social Sciences</td>
</tr>
</tbody>
</table>
ABSTRACT

Previous studies have shown that crafting strategic plans is a lot easier than to make them happen. Industry reports postulated that cooperatives are ill-prepared to face challenges of structural adjustment programs, particularly the liberation of the economy. The Sacco industry is facing the problem of successfully implementing their strategic plans amidst liberalized environment and stiff competition especially by banks. The objective of this study is therefore to unearth the factors that influence successful implementation of strategic plans. The purpose of this study is to help the Sacco fraternity acquire a better understanding of variables influencing successful implementation of their strategic plans.

The researcher adopted a survey research design to carry out the research. The target population of the study was selected from 18 public-sector Sacco that serve primarily employees of various Government Ministries of Kenya. The target population of 65 respondents was achieved that comprised of general manager and line managers of each identified Sacco. The sampling design adopted by this study was a census. Primary data on the factors that influence successful implementation of strategy was collected using questionnaire while secondary data was collected using document review.

The researcher analyzed data using descriptive statistics using the SPSS statistical computer packages. Qualitative data was analyzed using content analysis.

Based on the findings of the study, it is recommended that for the public-sector Sacco to successfully implement their strategic plans there is need to change the organizational culture of the Sacco through the rigorous process of organizational change targeting all cultural aspects that do not support the strategy implementation. The study also recommends structural change that will remove unnecessary procedures and programs that hinder successful implementation of the strategic plans. These changes suggested will be achieved by a strong leadership that will guide the organization into the desired cultural and structural orientation and ultimately towards successful implementation of the strategic plans.
CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND TO THE STUDY

Top management have the role of managing activities internal to the firm as well as responding to the challenges posed by the firm’s immediate and remote external environment. In dealing effectively with everything that affects the growth and profitability of the firm, the executives employ management processes such as the strategic management process (Pearce and Robinson, 2005).

According to Thompson (2001), strategic management process comprises three broad stages: analysis; creation and choice; and implementation. This three-stage approach can be linked to the popular well established concept of strategic planning. According to Katsioloude (2002), strategic planning is the process by which a system maintains its competitiveness within its work environment by determining where the organization is, where it wants to go and how it wishes to get there. In other words, examining what strategies will enable the corporation or association to prosper in the future. According to Dyson (1990) Strategic planning process (SPP) involves formulation of a strategy, implementation of the strategy and evaluation of the strategy’s success.

Strategic planning process is widely thought by strategists as an involving process that requires extensive consultation and negotiation to facilitate successful implementation. According to Katsioloude (2002), The process briefly starts with setting and reviewing objectives, this involves overall mission statements and specific objectives and goals setting. This is closely followed by the selection of strategic option using various models and analytical techniques. The selected strategic option goes through assessment of uncertainty procedures which include;
conducted rigorous feasibility checks, resource assessment of resources such as finance, manpower and raw material. Effects of the uncontrollable inputs to the organization are also considered. The corporate system modeling is another part of SPP adopted to evaluate possible future state of the organization, this is closely followed by performance measurements, gap analysis and the final selection of the strategy to be implemented. The implementation process and evaluation finish up the continuous process of SPP.

Minzberg (1989) contends that the strategic leader should be the chief architect, in conjunction with being a planner of the strategic plans; the SPP process should be explicit, conscious and controlled; and issues of implementation should be corporate. Strategic planning is of great value to organization because it enables the executives to be clearer about the business in context of the environment by increasing awareness about strengths and weakness of the business and recognize and capitalize on opportunities as well as to defend against threats through effective allocation of resources (Thompson 2001).

Thompson and Strickland (2007) argue that crafting and executing strategy involves five distinguishable tasks. They include developing a concept of the business and forming a vision of where the organization needs to be heading to, translating the mission into specific long-range and short-range performance objectives, crafting a strategy that fits organization’s situation and that should produce the target performance, implementing and executing the chosen strategy efficiently and effectively, and evaluating performance, reviewing the situation and initiating corrective adjustment.
1.1.1 Concept of Strategy

According to Johnson and Scholes (2002) strategy is the long-term direction of the organization, they further add that strategy can be seen also more elaborately as the matching of resources and activities of an organization to the environment in which it operates. This is referred to as the search for strategic fit. Strategic fit is realized when developing strategy through identifying opportunities in the business environment and adapting resources and competences so as to take advantage of the opportunity or even further stretching organization resources and competences to leverage on resource and competence to provide competitive advantage.

According to Hofer and Schendel (1978) they see strategy as a position and a means of locating an organization in the environment. Strategy involves determination of the long-term objectives and goals of an enterprise, the adoption of the course of action and the allocation of the resources necessary for carrying the identified goals. Porter (1998) on the other hand posits that strategy is the creation of a unique, valuable position involving a different set of activities in an organization.

Thompson, Strickland and Gamble (2007) expresses that strategy is not just a good idea, a statement or a plan. It is only meaningful when it is actually implemented. Johnson and Scholes (2002), show that strategy can be viewed from three lenses. First, the design lens which highlights the idea that strategy is formulated by top management through deliberate positioning of the organization through rational, analytic, structured and directive process and implemented down through the organization. Secondly, the experience lens which shows that strategies are outcomes of people's experience and cultural processes in and around the
organization. And finally, the idea lens, that explain strategy as the emergence of order and innovation from the variety and diversity which exists in and around the organization.

1.1.2 Strategy implementation

According to MacLennan (2010), strategy execution is not only difficult but also poorly understood, intertwined with many organizational processes, takes long time, resources, and involve a lot of stakeholders. Pearson and Robinson (2005), argue that strategy implementation is a critical process in strategic management process that requires the managers to identify short-term objectives, initiate specific functional tactics, communicate policies that empower people in the organization and design effective rewards.

According to Thompson, Strickland and Gamble, (2007) implementation of the strategy is arguably the most important stage of the strategic planning process. Once the managers have decided on the strategy, the emphasis shifts to converting it into action and good results. Strategists generally agree that implementation is the critical because a second-rate strategy perfectly executed will beat first-rate strategy poorly executed every time. Implementation of strategy is different with the formulation because crafting a strategy is a market-driven activity whereas executing the strategy is primarily an operation-driven activity revolving around the management of people and business processes.

According to Katsioloudes (2002) strategy implementation is the sets of activities necessary to fully execute an organization's strategies. The implementation process involves refinement of the crafted strategy into the following implementation tools; programs, budgets and procedures. A program is a statement of the activities necessary for accomplishing the strategy, a budget on the hand is a statement of the program in terms of dollars. And, finally
procedures are the sequential steps which describe precisely how tasks that are necessary to carrying out the program are to be done.

According to Thompson (2001), the prospects for effective implementation are dependent on appropriateness, feasibility and desirability of the strategy. Some strategies are not capable of implementation. At the same time, competency in implementation, ability to translate ideas into actions and generate positive outcomes, can itself be a source of competitive advantage.

Understanding the strategic position of an organization and considering the strategic choices open to it are of little value unless the strategies are actions. Such actions take form in the day-to-day processes and relationships that exist in the organization; and need to be organized to be managed, desirably in line with intended strategy (Johnson and Scholes, 2002).

According to Carnall (2007) strategy implementation is those processes needed for designing and organizing the process of change to be effective. Successful implementation will come to those organizations whose strategic architectures align to organization’s vision, mission, strategy, structure, culture and values.

Pearson and Robinson, (2002) state that managers at all levels of the firm interacts in planning and implementing. Kroon (1995) assert that participation of each member of staff in implementation is necessary. The manager and his down-line must work together to achieve the objectives set.

1.1.3 SACCO society

A SACCO is an acronym for savings and credit cooperative society. According to Ngombe W.B and Mikwamba (2004) a SACCO is an autonomous association of persons united
voluntarily to meet their common economic and social need through jointly owned and democratically controlled enterprise or business. A SACCO is a member owned financial cooperative whose primary objective is mobilize saving and afford members to access to loans on competitive terms as way of enhancing their economic wellbeing. Members are the owners and users of a SACCO. A SACCO is democratically run and managed. Board of directors manage and administer SACCO affairs. These board members are elected during the annual general meeting. It is this board of directors that hires the chief executive officer and support staff to run the day to day operation of the SACCO on their behalf.

According to Ngombe W.B and Mikwamba (2004) In 1849 in Germany Herman Schulze and William Raiffersen started the first savings and credit cooperatives to assist people overcome economic problems during the time of famine that was there that time. In 1901 SACCO spread to North America first to Canada by Alphonse Desjardine and then to the USA by E. Filen, a Boston merchant for his employees. In 1970 the World Council of Credit Unions was formed with their Headquarters in Madison Wisconsin, USA, to provide an International Forum for discussion and Association, provide assistance to new and developed movements.

The cooperative movement in Kenya may be traced to pre-independence times with accelerated development in the period immediately after the country attained independence. The cooperatives have played a major role in wealth creation, food security and employment. According to the statistics given by the ministry of Cooperative Development and Marketing there are over 11635 registered cooperative societies country-wide out this 5,122. SACCO membership in these cooperatives is over 8 million and has mobilized domestic saving
estimated at $2.5 billion. It also estimates that 80% of Kenya’s population derives their income either directly or indirectly through cooperative.

SACCO societies Act of 2008 (Republic of Kenya, 2008) legislation provided for the licensing, regulation and supervision and promotion of SACCO by the SACCO societies regulatory authority. SACCO is first registered as cooperatives under the cooperative societies Act of 1997. Thereafter, they obtain a license from SACCO societies regulatory authority to carry out deposit-taking business (popularly known as front office service activity[FOSA]). SACCO in Kenya have been experiencing challenges in coping with structural dynamics in the economy such as liberalization.

1.2 Statement of the Problem

According to Thompson and Strickland (2007) it is easier to develop a sound strategic plan than it is to make it happen. They further suggest that organizations craft strategies but fail to execute them successfully because of inadequacies and inefficiencies in the organization. Pearson Robinson (2005) believe that successful organization have external focus, internal focus, flexible interactions, interdependency, and bottom-up approach, just to mention few characteristic associated with strategy execution and success. David (2001) asserts that without understanding and commitment strategy implementation efforts face major problems.

Pearson Robinson (2005) posit organization have difficulties during the implementation because they have to change focus. Managers maintain market-oriented focus as they formulate strategies but when implementation process start by action plan detailing the tactics and actions that will be taken in each functional activity the focus changes and becomes organization-
oriented focus. The managers must have skills and competencies of establishes the best way of
doing business to make the strategy work. During implementation the executives face a
challenging task, they must solve the problems of how the organization can best organize itself
to accomplish the mission, where leadership should come from, what values should guide the
daily activities, how the people and the organization should be like other critical issues that the
managers must address to put the strategy to action effectively. According to Day and Reibstein
(1997) they believe the ability of the managers to formulate and implement competitive
strategies has not kept pace. In fact Ateng (2007) notes that good strategies have been written
but similar success is not experienced in implementation. Coop Africa (2007) did a study on
behalf of international Labour Organization that revealed 1,602 out 5,122 SACCOs in Kenya
were reportedly dormant but not yet deregistered it continued to state that this SACCO’s were
not meeting the requirement of the Act. This dormancy mirrors clearly of a failed strategic plan.
The international cooperative alliance report (2008) concluded that even the efficient and active
SACCO was going to lose market share. They argued that cooperatives were ill-prepared to face
challenges of structural adjustment programme, particularly the liberation of the economy. They
identified the problems of cooperatives include low business efficiency; weak capital base;
heavy indebtedness and unlimited creditworthiness: weak entrepreneurial capability of
managers and board members. These challenges can be address by an effective strategic plan.
This study intends to unearth factors leading to the successful implementation of strategic plans
public SACCO societies to ensure that this key sector of the economy remains active and
profitable.
1.3 Objective of the study

1.3.1 General objective of the study

The general objective of the study was to investigate factors influencing successful implementation of SACCO's strategic plans.

1.3.2 Specific objectives of the study

The specific objectives of this study were:

i. To find out how organization structure affects implementation of strategic plans in a SACCO.

ii. To establish the role of organizational culture on implementation of strategic plans in a SACCO.

iii. To identify how leadership style affects on implementation of strategic plans in a SACCO.

iv. To investigate ways that resource allocation affects implementation of strategic plans in a SACCO.

v. To find out how organizational change affects implementation of strategic plans in SACCO.

1.4 Research Questions

This study sought to provide answers to the following research questions:

i. How does organization structure affect implementation of strategic plans in SACCO societies within the Nairobi region?

ii. What role does organizational culture affect implementation of strategic plans in SACCO societies within the Nairobi region?

iii. What effects do leadership styles have on implementation of strategic plans in SACCO societies within the Nairobi region?
iv. How does resource allocation affect strategy implementation in SACCO within Nairobi region?

v. How does organizational change affect implementation of strategic plans in SACCO societies within the Nairobi region?

1.5 Significance of the Study

The findings of this study are expected to contribute information to improve implementation of strategic plans in SACCO societies. The findings will be of benefit to the management of the SACCO Societies within the Nairobi region and the entire SACCO fraternity to understand the factors that influence successful implementation of their strategic plans. Policy makers and stakeholders in the industry will also benefit from the information gathered from the study in order to have an understanding of variables that affect successful implementation of the strategic plans. Finally, scholars can find useful information in area of strategy implementation from the findings. The area of further research can be used to unearth other factors as they emerge.

1.6 Scope of the Study

The scope of the study was restricted to public-sector SACCO societies within the Nairobi region. The research will be conducted on a target population of 65 managers of 18 identified public-sectors SACCO within Nairobi region serving employees of various government ministries.
1.7 Limitation of the Study

The researcher’s major limitation encountered was that the respondents were very busy at the
time of research and were not willing to take time to fill the questionnaires. The researcher
handled this by negotiating for assistance and being persistent sometime having to go back to
the respondent several times.
CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter basically focuses reviewing the available literature on factors that influence implementation of strategic plans. The review will assess theoretical and empirical findings from past studies to make an exposition on the variables of the study. The chapter will also show the relationship between the independent variable and dependent variable using a conceptual framework.

2.2 Theoretical Reviews

Johnson and Scholes (2002) states that strategic management is concerned with understanding the strategic position of an organization, strategic choices for the future and turning the strategy into action. These elements of strategic management are not linear but are inter-linked. Translating strategy into action happens in terms of; first, structuring an organization to support successful performance. This includes structures, organizational processes, boundaries and relationships. Secondly, enabling success through the way in which the separate resource areas of organization support strategies; and also the reverse of this. Finally how the organization manage change processes. this include the need to change day –to- day routines and cultural aspects of the organization and overcoming political blockages to change.
According to Thompson (2001) companies succeed if their strategies are appropriate for the circumstance they face, feasible in respect of their resources, skills and capabilities and desirable to their stakeholders. Companies fail when their strategies fail to meet the expectation of the stakeholders or produce outcomes which are undesirable.

According to Pearson and Robison (2005) managers achieve greater objectivity and rigor as they analyze their company’s internal capabilities. The resource-based view of the firm provides a key fundamental framework for analyzing firms success based on the firm’s internal resources and competencies. With the knowledge of internal resources and capabilities they can build them into competency for competitive advantage. Strategist use firms historical experience as the basis for evaluating internal factors. Manager should analyze their internal capabilities and problems and assess whether the factor is a strength or weakness.

According to Karami (2007) strategy implementation has been a subject of increased study and search for solution; especially since the process from strategy formulation to implementation is not efficient. Floyd and Woolridge (1992) consider strategy implementation as a dynamic activity within strategic management process and may be seen as the managerial interventions that align organizational action with strategic intention. According to Bettis (1991) he notes that research in strategic management has not yet produced the volume of useful results expected by managers. Burnes (2000) states that a number of organizational factors pose challenges during implementation phase of strategic plans. These challenges make implementation problematic to managers.
2.3 Empirical Review

Katsioloudes (2002) dealing with the kinds of problems which organizations might face with regard to implementation, a survey of ninety company presidents conducted yielded a top-ten list of problems frequently encountered during implementation. Listed in order of frequency, they are: more time needed than originally planned; unanticipated major problems; ineffective coordination of activities; crisis that distract attention away from the task at hand; insufficient capabilities of employee involved; inadequate training and instruction of lower-level employees; uncontrollable external environment factors; inadequate leadership and direction by departmental managers; poor definition of key implementation tasks and activities; and, inadequate monitoring of activities by the information system. Karami (2007) suggested the factors for strategy implementation are structure, leadership style and resources. Thompson, Strickland and Gamble (2007) on the other hand suggest organizational structure, leadership and culture are critical factors to successful implementation of strategy.

Alexander (1988) notes that implementers are, or should be, concerned both with preventing failure (by avoiding the common implementation problems) and promoting success.

2.3.1 Structure and strategy implementation

According to Thompson (2001) the structure of the organization is designed to breakdown the work to be carried out, the task into discrete components, which might comprise individual businesses, division and functional departments. People work with these divisions
and functions, and their actions take place within a defined framework of objectives, plans and policies which are designed to direct and control their efforts.

Organizational structures are diverse but the choice of structure type needs to be appropriate to the implementation of the strategy. The organizational structure should be one that allows timely responses to strategic direction. Chandler, (1962) posits that structure follows strategy in the following way; first a new strategy is created. Secondly, a new administrative problem emerges. Thirdly, economic performance declines. Fourthly, a new appropriate structure is devised. Finally, profit returns to previous levels. As long as the performance is deemed acceptable there is no need of restructuring.

According to Katsioloudes (2002) structures are simply models and as such an organization can utilize many variation and combination in light of their goals and strategic thrust. Types of structures include among others functional structure, product structure, geographical structure and network structure. The structure is captured by the organization chart whereby the structure and names of individual is displayed. From the chart the strategist can see the strongest players in the implementation process, observe reporting relationship that are working or cumbersome.

According to Kroon (1995) organization that is developed structure must follow the business strategy to make it possible to achieve organizational objectives. Structure must follow strategy in the sense that the structure must be one that will support implementation of the strategy and not the strategy fitting into the structure. The structuring process must take into consideration factors such as; the size of the business, diversification of the product range, rate of environment change, and, the need for information. According to Pearson and Robinson (2005) believe early achievement of a strategy-structure fit can be a competitive
advantage among competitors. The first organization to achieve the fit acquires the competitive advantage. However, it is not easy for managers to let strategy guide structure because of resistance to changing structure—"the way do things around here"—this becomes the major challenge to new strategies implementation in many organization.

Johnson and Scholes (2002) add that structure a key ingredient of organizing for success. But with any structure, what makes organization work are the formal and informal organizational processes. The processes can be thought of as controls on the organization's operation and can therefore help or hinder the translation of strategy into action. They range from formal control (systems, rules and procedures), through social controls (culture and routines) to self-control (the personal motivation of individuals) therefore the relationship and processes in the structure must be congruent to the strategy.

2.3.2 Culture and Strategy Implementation

According to Kulmann, Saxon and Serpa (1986) organizational culture is defined as the philosophies, ideologies, values, assumption, beliefs, expectations, attitudes and norms that knit an organization together. In other words, culture identifies the way things are done or get done in the organization. This implies culture is about what gets done in the organization and not what should be done.

According to Katsioloudes (2002) if the organization strategies are inconsistent with what the members of the organization believe the strategies will not be achieved. In light of this, the strategic manager is forced to play the role of a salesperson. In this role, one needs to articulate not only the strategy, but why the strategy exists and how the organization thinks it will accomplish it. However, in other times the strategic manager is forced to first impose the
strategy then make every effort market it well. The strategist should attempt to understand the existing culture or cultures and find how they complement with the strategies being formulated to allow successful implementation of the strategy.

Sharma (2007) states that the creation of an appropriate work culture is time-consuming and takes time to build. Culture is transmitted within the organization through the symbols, values, physical setting, language as well as technology and structure.

According to Thompson (2001) culture and strategies being pursued will ideally complement each other. But in situations when the culture does not fit well with the needs of the environment or the organization’s resources, or that the company is not performing well, then the culture will need strategic changes. It is not easy to change culture but strong leadership and vision can champion such a change process.

2.3.3 Leadership Styles and Strategy Implementation

According to Kroon (1995) leadership style is the human factor that leads an institution towards realizing goals through voluntary cooperation of all people in the business. According to Goleman (2000) there are six styles of leadership, namely: coercive, authoritative, afflictive, and democratic, pace setting and coaching. An effective leader will have several of this basic styles and is flexible to apply the best style depending on the situation prevailing.

Minzberg et al (1998) contend that to a visionary strategic leader, strategy is a mental representation of the successful position or competitive paradigm inside his or her head. This representation or insight then serves as an inspirational driving force for the organization.
The vision or idea alone is inadequate; the leader must persuade others—customers, partners, employees and suppliers—to see it, share it, and support it. Flexibility will always be an inherent factor, and detail emerges through experience and learning. Thompson (2001) adds that visionary strategic leaders typically provide a strategic vision and rely on formal planning systems to only a limited extent. Strategic leaders are often persuasive and charismatic, operating through the organization structure to implement the strategy.

Thompson, Strickland and Gamble (2007) suggest managerial leadership required for successful strategy implementation is quite demanding. It involves a variety of roles; resource acquirer, and allocator, capabilities builder, motivator, policy maker, policy enforcer, head cheerleader, crisis solver, decision maker, taskmaster to mention but a few. Leading for successful implementation of strategy requires the strategic manager to stay on top of what is happening by closely monitoring progress of execution process, putting constructive pressure on the organization to produce desired results, leading the development of core competencies and competitive capabilities while displaying ethical integrity and social responsibility and finally, pushing for corrective actions to improve strategy implementation. Strategy execution is basically a top-down responsibility driven process to get the strategy on the right track and show good results.

Pearson and Robinson (2005) asserts that leadership challenge is to galvanize commitment among people within an organization as well as stakeholders outside the organization to embrace change and implement strategies intended to position the organization. Leaders galvanize commitment to embrace change through three interrelated activities: clarifying strategic intent in way that stakeholders understand what needs to be done, shape and refine
the organizational structure to make it function effectively to accomplish strategic intent, and shaping the organizational culture to shape how work is done. Leader use rewards system, symbols, and structure to shape culture.

2.3.4 Resource Allocation and Strategy implementation

Okumus (2003) contends that resource allocation is the process of ensuring that all necessary time, financial, skills and knowledge resources are available. The key challenge is securing and allocating financial resource for the new strategy, time available to complete implementing process, as well as controlling the political and cultural issues within the company and their impacts on resource allocation.

Johnson and Scholes (2002) state that strategic capability is underpinned by the resources available to an organization since it is resources that are deployed into activities of the organization to create competences. Resources can be grouped as follows; physical resource such as machines and buildings; human resource which include knowledge, skill of people; financial resource such as capital, cash and debtor; intellectual capital which include knowledge captured in patents, brands, business system, customer databases and relationship with partners.

Speculand (2009) stated that chronic lack of resources hinders strategy implementation. Commenting on the issue of allocation of financial resources he believe that budgeting should be fundamental part of any action planning, especially where capital – intensive strategies are involved.
2.3.5 Organizational Change and Strategy Implementation

According to Johnson and Scholes (2002) envisaging what a strategy is and designing a structure and processes to put the strategy into effect does not mean in itself that people will make it happen. There is usually a tendency of inertia and resistance to change, people tend to hold to existing ways of doing things and managing strategic change is critical for successful implementation of strategies. Levers for managing strategic change include the importance of changes in structure and control, the need to change organizational routines and symbols, and the importance of changes in political processes and communication.

Carnall (2007) stated that to manage change effectively it involves the ability to create a new synthesis of people, resources, ideas, opportunity and demands. He adds that implementation of change is an involving process that requires people to take on new perspectives, tasks, develop new skills, be transferred, re-graded and retrained. The problem of implementing change in the organization is resistance to change. Leadership must come up with processes of helping people to cope with change, because change creates anxiety, uncertainty and stress even to those managing change.

Johnson and Scholes (2002) believe that managers must communicate effectively the need for change in strategy direction. Communication is a two process managers must seek to get feedback from the employees.
2.4 Overview of Literature Review and Research Gaps

Johnson and Scholes (2002) state that strategy implementation is concerned with organizational actions through organizational structure and design, resources planning and management of strategic change.

Karami (2007) has highlighted three factors in strategy implementation; the structure, leadership styles and resources. Katsioloudes (2002) identifies the variables of strategy implementation as; the organizational structure, culture and leadership.

According to Katsioloudes (2002) implementation of organization’s strategy is complex with no straight-forward answers. He notes on cannot necessarily be assured of success by simply restructuring, adjusting the culture, or being a ‘good’ leader-manager. In fact it may well be that all these factors need to be done simultaneously. It is noted in the review that certain factors are common such as structure and culture but other factors are different in the various reviewed authors. Therefore, there exist a research gap of further research to unearth other hidden factors that affect implementation of strategy in the fast changing environment that is dealing with issues such as globalization and unfriendly political environment.

2.5 Conceptual framework

Implementation of strategic plans SACCO within the Nairobi region is dependent on various factors which are the independent variables of this study namely; organizational structure, organizational culture, organizational leadership, allocation of resources and organization change. Figure 2.1 below shows the relationship between the variables.
5.1 Operationalization of the Study Variable

Changes in the independent variable namely organizational structure, organizational cultures, organizational leadership, allocation of resources and organization change have an effect on the dependent variable namely: implementation of strategic plans.
2.5.1.1 Organization Structure

Structure is personalized by the organization chart. It expresses how the organization is administered showing specific roles and governance mechanism and decision-making processes. Strategists posit that structure follows strategy as such the structure will be built to fit the strategy and not the other way round. If the structure does not serve the strategy it must be aligned to meet the objectives of the strategy in order to avoid unprecedented inefficiencies and wastage of resources with little results. In other words, organizations will restructure if the structure does not support the strategy being implemented efficiently. Types of structures include among others functional structure, product structure, geographical structure and network structure. The structure is captured by the organization chart whereby the structure and names of individual is displayed. From the chart the researcher can see the strongest players in the implementation process, observe reporting relationship within the organization.

2.5.1.2 Organizational Culture

A culture that fits the strategy is deliberately built because a misfit will adversely affect the implementation of the strategy. Cultural-strategy misfit poses a real dilemma for company personnel because they aren’t sure whether to embrace the strategy or the culture, although it is most likely because of attachment they will follow culture and abandoned desirable actions of strategy that are in conflict with culture thereby affecting successful implementation of strategy. If there is a misfit a strong leadership can initiate a radical cultural change programs. the researcher will look at the express of the culture in the following things; symbols, values, physical setting, language and technology whether they are compatible with the strategy for successful implementation of the strategy.
2.5.1.3 Organization Leadership Styles

Leadership is the human factor in an organization that influences realization of organizational goals through seeking voluntary cooperation of all people in the business. SACCO is headed by the General Manager who is instrumental in the creation and implementation of the organization strategic plans. The general manager leadership styles should market the plans to every stakeholder to own and implement the plan. They do this by employing different leadership skills and styles to manage the people in the SACCO such coercion, democracy, authority, coaching and participation to influencing the people to achieve set objectives.

2.5.1.4 Resource Allocation

Organization capability of translating the strategy into action depends on availability and effective allocation of resources. Resources are allocated through programs; procedures and budgets resources are utilized in strategy implementation. Resources such as time, human capital, knowledge and financial resources must be adequate to facilitate successful implementation of strategy. Lack of adequate resources on the hand hinders implementation of strategy. The expression of resources will be found by assessing the following categories of resources within the organization physical resource such as machines and buildings; human resource which include knowledge, skill of people; financial resource such as capital, cash and debtor; intellectual capital which include knowledge captured in patents, brands, business system, customer databases and relationship with partners.

2.5.1.5 Organization Change

Although there is no ‘formula’ for the management of change it is a must for the manager to manage it successfully so that strategy implementation is successful. It is easy when the team is
motivated to implement the changes and not resistant or in inertia. Change occurs well if there is diversity of experience, views and opinions with the organization rather than a homogeneous way of viewing the world. Change can be overt targeting the structure of the organization or of symbolic nature targeting symbols in the organization such as ceremonies and rites of passage. Or even the bolder in sensitive areas of power and political processes where there is reconfiguration of power structures in the organization to facilitate implementation of strategy. The key element that is required is proper communication of the changes in the organization.

2.5.2 Implementation of Strategic plans

When the independent variables are adequate and effective working in synergy they will influence the dependent variable positively and the converse is true. Properly implemented strategic plan will reflect through increased performance, better restructuring efforts, improved communication and this puts the organization at strategic position of gaining; a strategic fit, a competitive advantage and organization adaptation.
CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter provides information on how the study was carried out for purposes of acquiring the needed data. This chapter will deal with the research design adopted, target population of the study, sampling techniques to employed in the study, sample size selected, research instruments chosen and procedures for carrying out analysis.

3.2 Research Design

This study used a survey design. This design was appropriate because the researcher intended to collect data using questionnaire; surveys generally use questionnaires and interviews to collect data. In addition, according to Cooper and Schindler, (2003) survey design is concerned with finding out who, what, where, when and how. This study was interested in establishing how the organizational structure, organizational culture, Organizational leadership, allocation of resources and organization change influence the implementation of strategic plans in SACCO, as such the researcher adopted a survey design. Ogula (2005) adds that survey design is efficient method of collecting descriptive data regarding current practices, conditions and needs of a population. According to Mugenda and Mugenda (2003), survey design will also enable the researcher to summarize data in a meaningful way and be able to describe the existing relationship effectively.
3.3 Target Population

The target population is the total collection of elements about which the reference is made (Nachumas and Nachumas, 1996). According to Ngechu (2006) to get a representative Sample the researcher can make a population frame which is a systematic list; of subjects, elements, traits firms, or objects to be studied. According to statistics there are 11,635 registered cooperative societies country-wide. Out of this, 5,122 are SACCOs (Ministry of cooperative Development and Marketing, 2008); of this 5,122 SACCOs, there is a specialized group of SACCO that serves majorly civil servants of various government ministries. These SACCO are 18 according to records of the Ministry of cooperative Development and Marketing (2011). These SACCOs follow the functional organization structure where the management comprises of a general manager and line managers in-charge of various departments. The management headed by the general manager is mandated to implement the strategic plan on behalf of the SACCO board members. Therefore, the researcher identified the management staff team as the best to respond to questions pertaining to implementation of the strategic plan. The researcher will consider general manager and all line managers of each of the 18 SACCO as respondents giving the researcher a total of 65 respondents as the target population of this study. The following table 3.1 shows the population of this study.
Table 3.1 population

<table>
<thead>
<tr>
<th>S/No</th>
<th>MINISTRY</th>
<th>SACCO SOCIETY</th>
<th>NUMBER OF GENERAL MANAGER</th>
<th>NUMBER OF LINE MANAGERS</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Health</td>
<td>Afya</td>
<td>1</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>2</td>
<td>Agriculture</td>
<td>Ukulima</td>
<td>1</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>3</td>
<td>Roads</td>
<td>Transcom</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>4</td>
<td>Finance</td>
<td>Hazina</td>
<td>1</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>5</td>
<td>Education</td>
<td>Elimu</td>
<td>1</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>6</td>
<td>Office of the president</td>
<td>Harambee</td>
<td>1</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>7</td>
<td>Cooperatives development and marketing</td>
<td>Shirika</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>8</td>
<td>Lands</td>
<td>Arthi</td>
<td>1</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>9</td>
<td>Public works</td>
<td>Ufundi</td>
<td>1</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>10</td>
<td>Tourism</td>
<td>Mwito</td>
<td>1</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>11</td>
<td>Environment and mineral resources</td>
<td>Asili</td>
<td>1</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>12</td>
<td>Home affairs</td>
<td>Jogoo</td>
<td>1</td>
<td>-</td>
<td>2</td>
</tr>
<tr>
<td>13</td>
<td>Energy</td>
<td>Energy</td>
<td>1</td>
<td>-</td>
<td>2</td>
</tr>
<tr>
<td>14</td>
<td>Social services</td>
<td>Jamii</td>
<td>1</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>15</td>
<td>Justice</td>
<td>Sheria</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>16</td>
<td>Labour</td>
<td>Nassefu</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>17</td>
<td>National audit</td>
<td>Ukaguzi</td>
<td>1</td>
<td>-</td>
<td>2</td>
</tr>
<tr>
<td>18</td>
<td>National assembly</td>
<td>Bunge</td>
<td>1</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>TOTALS</td>
<td></td>
<td></td>
<td></td>
<td>65</td>
</tr>
</tbody>
</table>

Source (office of provincial cooperative officer-Nairobi)

3.4 Sampling design and Sample Size

From the population of sixty five, a complete census was done. A census according to Kothari (2000) is a more representative method of data collection because everyone is considered in the
research. The researcher was able to reach the respondents easily because the SACCOs are mostly within the city center.

3.5 Data Collection Instruments

The researcher used both primary and secondary sources to collect information. Questionnaires will be employed to collect primary data. Sapsford and Japp (2006) posit that questionnaires are a standardized method of data collection where respondents are asked same questions thereby facilitating objective comparisons. The advantage of gathering information using questionnaires is shown by the ability of the questionnaire to reduce biasness in administration of the instrument thereby providing reliable data that is easily analyzed.

The questionnaire had two sections. The first section was to seek respondents' personal details whereas the second section sought on the factors influencing implementation of strategic plans in Nairobi region’s SACCO societies. The research instrument was administered to the general manager and line- managers in each of the identified SACCO in the population frame. The researcher will also gather secondary information using document review process. The method of administration of the instrument will be ‘drop and pick’ method. To enhance response rate the research did follow up.

3.5.1 Validity of Instruments

According to Orotho (2005), validity refers to the extent to which an instrument measures what it was suppose to measure. The questionnaire of this study was evaluated for its content validity. Content validity will refer to the extent to which test questionnaire will be effective. The test questionnaire was evaluated for clarity of item, appropriateness of choice of sentence structure, vocabulary and semantics.
3.5.2 Reliability of Instrument

According to Woods and Ross (2011) reliable research instrument should not respond to chance factors or environmental conditions but should have consistent results if repeated over time on the same respondent or if used by another investigator. The researcher will ensure that the questionnaire is designed to enable reliability and to provide consistent, repeatable results. The researcher will achieve this by conducting a pilot test to ascertain the adequacy of the research design and the research instrument. The test questionnaire shall be administered twice within a week lapse between during the pilot test. Any errors noted will be adjusted accordingly.

3.6 Data Analysis of Presentation

The data collected will both be of qualitative and quantitative nature. The researcher intends to use SPSS software to analyze the data. SPSS software is known for its ability to process large amounts of data with a wide spectrum of statistical capability. The data analyzed will be done using descriptive statistics. The findings will be presented using graphs, pie charts and other graphical presentations.
4.1 Introduction

This chapter presents the findings of the study on the factors leading to the successful implementation of strategic plans in SACCOs within Nairobi region. The first part of this chapter deals with the demographic characteristics of the respondents. The second part presents the findings following the research questions that informed the study. The data was statistically analyzed using Statistical Package for Social Scientists (SPSS ver. 17) software and the results are presented by way of descriptive statistics such as frequency distribution tables, percentages, charts and graphs. A total of 47 out of 60 respondents fully completed the data collection survey instruments, thus giving a 78% response rate. In this chapter, the findings are presented under the following headings:

1. Demographic characteristics of respondents
2. The effect of organization structure on implementation of strategic plans in SACCO societies within the Nairobi region.
3. The effect of organizational culture on implementation of strategic plans in SACCO societies within the Nairobi region.
4. The effect of leadership style on implementation of strategic plans in SACCO societies within the Nairobi region.
5. The effect of organizational change on implementation of strategic plans in SACCO societies within the Nairobi region.

4.2 Demographic Characteristics of the Respondents

The demographic characteristics covered by the study were gender and age of managers.

4.2.1 Gender of the managers

A study of this nature requires information about the respondents' gender for representativeness and assesses the influence it has on strategic plans of SACCOs. All respondents were asked to indicate their gender and the data collected was analyzed and the results are as summarized in figure 4.1.

Data depicted in figure 4.1 clearly shows that both male 23 (49%) and female 22 (47%) were equally represented in the management of the SACCOs within Nairobi area.
4.2.2 Age of the managers

In order to determine the age of the respondents, a question was posed to the managers to indicate their age. The responses gathered are as shown in figure 4.2.

Figure 4.2 Distribution of respondents by age

![Figure 4.2 Distribution of respondents by age](image)

Figure 4.2 clearly shows that majority of the respondents 23 (49%) were between 30 – 40 years, while 12 were above 40 years and 11 below 30 years respectively. The information gathered was vital for the study as age of the respondent influences his/her experience and the preparation one has in an organization.

4.3 The effect of organization structure on implementation of strategic plans in SACCOs

The structure of the organization is designed to breakdown the work to be carried out. A structure is a key ingredient of organization success. The study sought to determine the effect
of organization structure on the implementation of strategic plans in SACCOs. Managers were asked to give information on the effect of organization structure on strategic plans in SACCOs. Five structured statements were incorporated with a scale ranging from Strongly Agree to Strongly Disagree. For ease of analysis, Strongly Agree and Agree were combined as Agree while Disagree and Strongly Disagree became Disagree. The respondents’ percentages of agreement and disagreement with the various statements have been worked out as shown in table 4.3.1 below:

Table 4.3.1: The effect of organization structure on strategic plans in SACCOs.

<table>
<thead>
<tr>
<th>Statements</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organization structure of your SACCO adequately supports the implementation of strategic plans.</td>
<td>1 (2.1)</td>
<td>7 (14.9)</td>
<td>38 (80.8)</td>
</tr>
<tr>
<td>The SACCO reporting relationships are effective in the implementation of strategic plans.</td>
<td>1 (2.1)</td>
<td>10 (21.3)</td>
<td>35 (74.5)</td>
</tr>
<tr>
<td>The SACCO organizational structure clearly specifies the work to be done, who does what and how to do it.</td>
<td>4 (8.5)</td>
<td>11 (23.4)</td>
<td>32 (68.1)</td>
</tr>
<tr>
<td>There is coordination between the various businesses processes during the implementation of the strategic plans.</td>
<td>4 (8.5)</td>
<td>14 (29.8)</td>
<td>28 (59.6)</td>
</tr>
<tr>
<td>The SACCO organization structure is acceptable to the employees.</td>
<td>7 (14.9)</td>
<td>12 (25.5)</td>
<td>28 (59.6)</td>
</tr>
</tbody>
</table>
From the table 4.3.1 above, managers 38 (80.8%) indicated that the organization structure of their SACCOs adequately supports the implementation of strategic plans. Managers 35 (74.5%) stated that the SACCOs reporting relationships are effective in the implementation of strategic plans. They 32 (68.1%) indicated that SACCOs clearly specifies the work to be done, who does what and how to do it. 28 (59.6%) indicated that there is coordination between various businesses processes during the implementation of the strategic plans and the SACCOs’ organizational structure is acceptable to the employees.

A question was also posed to managers to indicate whether they believed that some of the organizational programs and procedures were unnecessary. The data yielded is depicted in the figure 4.3 below:

Figure 4.3 Managers’ view on organizational programs and procedures

![Pie chart showing managers' views on organizational programs and procedures](image)

Figure 4.3 clearly shows that managers evenly divided with 23 (49%) citing that there are organizational programs and procedures that are unnecessary while 21 (45%) were of contrary opinion. Those who stated that some organizational programs and procedures were unnecessary gave the following explanations: there was too much bureaucracy in some programs and procedures, too much duplication of activities due to manual processes that
need automation, training is not properly done, many of the programs are old, unplanned and adhoc creation of departments, procedures take a lot of time before they are implemented, loan ceiling posed a big challenge to many SACCOs and there was a waste of resources.

4.4 The effect of organizational culture on implementation of strategic plans in SACCO societies.

Culture of an organization identifies the way things are done or get done in an organization. The study sought to determine the effect of organization culture on implementation of strategic plans in SACCO societies. Managers were asked to give information on the effect of organization on strategic plans in SACCOs. Four structured statements were incorporated with a scale ranging from Strongly Agree to Strongly Disagree. For ease of analysis, Strongly Agree and Agree were combined as Agree while Disagree and Strongly Disagree became Disagree. The respondents' percentages of agreement and disagreement with the various statements have been worked out as shown in table 4.4.1 below:

4.4.1 Organizational culture on implementation of strategic plans in SACCO societies.

<table>
<thead>
<tr>
<th>Statements</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>The way your SACCO gets things done i.e. its culture adequately support the implementation of strategic plans.</td>
<td>7 (14.9)</td>
<td>16 (34)</td>
<td>24 (51.1)</td>
</tr>
<tr>
<td>There is need to change the culture in the work place of your SACCO to aid implementation of strategic plans.</td>
<td>1 (2.1)</td>
<td>7 (14.9)</td>
<td>39 (83)</td>
</tr>
<tr>
<td>Employee share and own the vision, values and mission of the SACCO.</td>
<td>9 (19.2)</td>
<td>15 (31.9)</td>
<td>23 (48.9)</td>
</tr>
</tbody>
</table>
The SACCO organization has access to information, rituals and activities that bonds employees together.

From table 4.4.1, majority of the managers 24 (51.1%) indicated the way their SACCO gets things done that is its culture adequately support the implementation of strategic plans. 39 (83%) felt there was need to change the culture in the work place in their SACCOs to aid implementation of strategic plans. Managers 23 (48.9%) stated that employee share and own the vision, values and mission of the SACCOs and 22 (46.8%) cited that the SACCOs’ organization has access to information, rituals and activities that bond employees together.

The study also sought to establish whether the way of doing things in SACCOs reflect best practices in the SACCO industry. Managers were therefore asked to indicate whether they believed the way of doing things in their SACCOs reflect the best practices. The question asked yielded the results summarized in the Figure 4.4.

Figure 4.4 Way of doing things reflect best practices in their SACCOs
From the figure 4.4 above, 31 (66%) stated that the way of doing things in their SACCOs reflect best practices while 13 (28%) felt otherwise. Managers were also requested to cite reasons for their best practices in the SACCOs. They stated that they are being regulated by SACCO regulatory body, there is compliance with the SACCO act, they have been assessed, rated and awarded trophies for their performance, improved computer systems are in place, manuals have been developed to guide practices in the SACCOs, there are policies and operational guidelines which direct operations, there is standardization of SACCOs practices, customer friendly services have been developed and there is appreciation of SACCOs’ staff by members and through promotions.

4.5 The effect of leadership style on implementation of strategic plans in SACCO societies.

Leadership is a human factor that leads an institution towards realizing goals through voluntary cooperation of all people in the business. The study also sought to establish whether leadership style affect the implementation of strategic plans in SACCOs. Managers were asked to give information on the effect of leadership on strategic plans in SACCOs. Five structured statements were incorporated with a scale ranging from Strongly Agree to Strongly Disagree. For ease of analysis, Strongly Agree and Agree were combined as Agree while Disagree and Strongly Disagree became Disagree. The respondents’ percentages of agreement and disagreement with the various statements have been worked out as shown in table 4.5.1 below:
## Figure 4.5 the effect of leadership style on implementation of strategic plans in SACCOs

<table>
<thead>
<tr>
<th>Statements</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>The SACCO top management adequately manages the implementation of strategic plans.</td>
<td>5 (10.6)</td>
<td>9 (19.1)</td>
<td>23 (70.2)</td>
</tr>
<tr>
<td>There is need to change leadership style in the SACCO to aid implementation of strategic plans.</td>
<td>6 (12.8)</td>
<td>9 (19.1)</td>
<td>32 (68)</td>
</tr>
<tr>
<td>The leadership style of management is flexible and provides adequate direction for implementation of the strategic plans.</td>
<td>12 (25.5)</td>
<td>10 (23.4)</td>
<td>26 (53.2)</td>
</tr>
<tr>
<td>The SACCO leadership style is democratic and participatory.</td>
<td>10 (21.3)</td>
<td>11 (23.4)</td>
<td>26 (55.3)</td>
</tr>
<tr>
<td>Management of the SACCO is accessible to the junior employees.</td>
<td>9 (19.2)</td>
<td>10 (21.3)</td>
<td>28 (59.6)</td>
</tr>
</tbody>
</table>

From the table above, majority of the managers 23 (70.2%) indicated that the SACCOs top management adequately manages the implementation of strategic plans. 32 (68%) indicated that there is need to change leadership style in the SACCOs to aid implementation of strategic plans. Managers 26 (53.2%) cited the leadership style of management is flexible and provides adequate direction for implementation of the strategic plans. They added that the SACCOs leadership style is democratic and participatory. Managers 28 (59.6%) also stated that management of the SACCOs is accessible to the junior employees.

The study also sought to determine whether SACCOs’ leadership style inspires employee to successfully implement the strategic plans. A question was posed to managers on whether
SACCOs' leadership style inspires the employee to successfully implement the strategic plans. The data yielded is summarized in the figure 4.5 below:

**Figure 4.5 Managers' response on leadership style inspiration on employees**

From the figure above, majority of the managers 30 (64%) indicated that leadership style inspires employees to successfully implement the strategic plans while 16 (34%) felt it does not. The study further sought to find out the explanation given by managers who approved that leadership inspires employees to successfully implement the strategic plans. The question asked yielded the following explanations: there are participatory approaches adopted by the SACCOs by ensuring employees have freedom and democracy in dealing with work and management that encourages ideas and innovations, decision making is inclusive, awareness is created on the strategic plan and performance of duties, employees are involved in the formulation of the strategic plan, there are trainings and orientation programs in place and communication is flexible.
4.6 The effect of resource allocation on implementation of strategic plans in SACCO societies.

Resources ensure all necessary time, financial, skills and knowledge resources are available. The study also sought to determine how resource allocation affects the implementation of strategic plans in SACCOs. Managers were asked to give information on the effect of resource allocation on strategic plans in SACCOs. Six structured statements were incorporated with a scale ranging from Strongly Agree to Strongly Disagree. For ease of analysis, Strongly Agree and Agree were combined as Agree while Disagree and Strongly Disagree became Disagree. The respondents' percentages of agreement and disagreement with the various statements have been worked out as shown in table 4.6.1 below:

Table 4.6.1 Effects of resource allocation on strategic planning in SACCOs.

<table>
<thead>
<tr>
<th>Statements</th>
<th>Disagree f (%)</th>
<th>Neutral f (%)</th>
<th>Agree f (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>The SACCO top management allocates resources adequately during the implementation of strategic plans.</td>
<td>6 (12.8)</td>
<td>8 (17%)</td>
<td>33 (70.2)</td>
</tr>
<tr>
<td>Implementation of strategic plans is delayed by scarcity of resources.</td>
<td>24 (51.1)</td>
<td>10 (21.3)</td>
<td>13 (27.6)</td>
</tr>
<tr>
<td>The SACCO committed in developing their resources such as skill of people, brand and partnerships.</td>
<td>6 (12.7)</td>
<td>16 (34)</td>
<td>25 (53.2)</td>
</tr>
<tr>
<td>Activities and tasks compete for the same resource.</td>
<td>10 (21.3)</td>
<td>13 (27.7)</td>
<td>20 (42.5)</td>
</tr>
<tr>
<td>The SACCO implementation tasks and activities are adequately funded.</td>
<td>12 (25.6)</td>
<td>12 (25.6)</td>
<td>23 (48.9)</td>
</tr>
</tbody>
</table>
There is wastage or idle resource during resource allocation.  

<table>
<thead>
<tr>
<th></th>
<th>27 (67.4)</th>
<th>8 (17.0)</th>
<th>12 (25.6)</th>
</tr>
</thead>
</table>

From the table 4.6.1 above, majority of the managers 33 (70.2%) indicated SACCOs top management allocates resources adequately during the implementation of strategic plans. Managers 24 (51.1%) stated that implementation of strategic plans is not delayed by scarcity of resources while 25 (53.2%) stated that the SACCOs are committed in the developing their resources such as skills of employees, brand and partnerships. Managers 20 (42.5%) stated that activities and tasks compete for the same resource, 23 (48.9%) indicated that the SACCOs tasks and activities are adequately funded and 27 (67.4%) stated that there are no wastage or idle resource during resource allocation.

The study also sought to determine whether managers believe that their SACCOs’ leadership is committed on capacity building. The following results were obtained:

**Figure 4.6 Managers views on capacity building**
From the table 4.6 above, majority of the managers 30 (64%) indicated that the SACCOs’ leadership is committed to capacity building of their employees.

The study further sought to find out the explanation given by managers who approved that their SACCOs are committed to capacity building. The question asked yielded the following explanations: the leadership is committed to capacity building, employees are trained in relevant areas and staff professional development growth encouraged, there is continuous evaluation of employees, a proper career progression path has been identified for employees, team building and bonding sessions created, the leadership appreciates the need to invest on its staff, strategic plans are in place and there is resource mobilization in the SACCOs. Those of contrary opinion identified that SACCOs have not tapped manpower to the maximum and there is lack of transparency in following the SACCOs structures.

4.7 The effect of organizational change on strategic plans in SACCOs

Organizational change calls for a new synthesis of people, resources, ideas and opportunity. The study also sought to identify organizational change and how it affects the implementation of strategic plans in SACCOs. Managers were asked to give information on the effect of organization change on strategic plans in SACCOs. Six structured statements were incorporated with a scale ranging from Strongly Agree to Strongly Disagree. For ease of analysis, Strongly Agree and Agree were combined as Agree while Disagree and Strongly Disagree became Disagree. The respondents’ percentages of agreement and disagreement with the various statements have been worked out as shown in table 4.7.1 below:
<table>
<thead>
<tr>
<th>Statements</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>The SACCO has changed to cope with the environment demands during the implementation of its strategic plans.</td>
<td>3 (6.4)</td>
<td>10 (21.3)</td>
<td>34 (72.3)</td>
</tr>
<tr>
<td>The SACCO internal politics adversely affect the organization’s ability to adopt change.</td>
<td>12 (25.5)</td>
<td>12 (25.5)</td>
<td>23 (48.9)</td>
</tr>
<tr>
<td>The employee are attached to the way they usually get work done to embrace organization change.</td>
<td>9 (19.2)</td>
<td>12 (25.5)</td>
<td>25 (53.2)</td>
</tr>
<tr>
<td>The SACCO communicates organizations changes effectively during implementation of strategic plans.</td>
<td>13 (27.7)</td>
<td>10 (21.3)</td>
<td>24 (51.1)</td>
</tr>
<tr>
<td>Top management puts programs in place to help the employee to cope with change during implementation.</td>
<td>8 (17)</td>
<td>11 (23.4)</td>
<td>28 (59.5)</td>
</tr>
<tr>
<td>The organization restructures to adopt the new changes whenever it is necessary.</td>
<td>9 (19.2)</td>
<td>14 (29.8)</td>
<td>24 (51.1)</td>
</tr>
</tbody>
</table>

From the table above, majority of the managers 34 (72.3%) indicated that the SACCOs have changed to cope with environment demands during the implementation of its strategic plans, 23 (48.9%) stated that the SACCOs internal politics adversely affect the organization’s ability to adopt change, 25 (53.2%) stated that the SACCOs communicates organizations changes effectively during implementation of strategic plans, 28 (59.5%) indicated that the top management puts programs in place to cope with change during implementation and 24 (51.1%) stated that the organization restructures to adopt the new changes whenever it is necessary.
The study further sought to establish whether managers believe that the SACCOs’ organization change is supported with adequate resources. The question yielded the following results:

**Figure 4.7 The effect of organization change on strategic plans of SACCOs**

From the figure above, majority of the managers 27 (58%) stated that organization change affects strategic plans of SACCOs. The study also sought an explanation on whether managers believed that the SACCOs’ organization change is supported with adequate resources. The following explanations were given: the SACCOs allocate resources for training, system upgrading and staff education, there are budgetary provisions that cater for these changes, there is hiring of competent personnel and appropriate technology has been embraced and more funding sourced.

**4.8 Implementation of strategic plans**

The study also sought information on the implementation of strategic plans in SACCOs. Managers were asked to give information on the implementation of strategic plans in SACCOs. Six structured statements were incorporated with a scale ranging from Strongly Agree to
Strongly Disagree. For ease of analysis, Strongly Agree and Agree were combined as Agree while Disagree and Strongly Disagree became Disagree. The respondents’ percentages of agreement and disagreement with the various statements have been worked out as shown in table 4.8.1 below:

Table 4.8.1 implementation of strategic plans

<table>
<thead>
<tr>
<th>Statements</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implementation of strategic plans has improved the performance of the SACCO.</td>
<td>5 (10.6)</td>
<td>7 (14.9)</td>
<td>35 (74.5)</td>
</tr>
<tr>
<td>The SACCO has structure as personalized by the organization chart is effective in the implementation of the strategic plans</td>
<td>5 (10.6)</td>
<td>10 (21.3)</td>
<td>32 (68)</td>
</tr>
<tr>
<td>Communication has been enhanced to support implementation of the strategic plans</td>
<td>5 (10.6)</td>
<td>14 (29.8)</td>
<td>28 (59.6)</td>
</tr>
<tr>
<td>The SACCO has enhanced its ability to match resources with the opportunity in the environment.</td>
<td>7 (14.9)</td>
<td>13 (27.7)</td>
<td>27 (57.4)</td>
</tr>
<tr>
<td>The SACCO is competing well above its competition because of effective strategy implementation.</td>
<td>9 (19.1)</td>
<td>7 (14.9)</td>
<td>30 (63.8)</td>
</tr>
<tr>
<td>The SACCO has been able to adapt to the environment demands in line with the strategic plans.</td>
<td>5 (10.6)</td>
<td>12 (25.5)</td>
<td>30 (63.8)</td>
</tr>
</tbody>
</table>

From the table 4.8.1 above, majority of the managers 74.5% indicated that implementation of strategic plans has improved the performance of the SACCOs, 68% indicated that the SACCOs have structures that are effective in the implementation of the strategic plans, 59.6% stated that
communication has been enhanced to support the implementation of the strategic plans, 57.4% pointed that the SACCOs have enhanced their ability to match resources with the opportunity in the environment, 63.8% the SACCOs are competing well above their competition because of effective strategy implementation and 63.8% stated that the SACCOs have adapted to the environment demands in line with the strategic plans.

The study also asked managers to state whether they believed that the SACCOs’ survival and growth of business over the years can be attributed to successful implementation of strategic plans. The following results were obtained:

Figure 4.8 Implementation of strategic plans
From the figure above, majority of the managers 68% believed that the SACCOs’ survival and growth of business over the years can be attributed to successful implementation of strategic plans. They gave the following explanations to support this: it provides a road map that outlines the present and the future plans, it makes SACCOs to be flexible and decision making easy, outlines the expansion of the SACCOs, helps in the achievement of goals, outlines best practice in the management and operation, keeps the organization on toes, helps in striking a mutual understanding of both the internal and external environment in formulation of strategies to confront challenges, provides a basis for performance contracting and it creates dynamism in the business environment that boost performance.
CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

This chapter presents summary, conclusions and recommendations based on the findings.

The summary presents each part of the study in brief, conclusions are made for each research question and recommendations are based on the general findings of the study.

5.2 SUMMARY

The purpose of the study was to investigate factors leading to the successful implementation of strategic plans in SACCOs within Nairobi region. The study sought to determine: the effect of organization structure on implementation of strategic plans in SACCO, the effect of the organization culture on implementation of strategic plans in SACCOs, the effect of leadership style on implementation of strategic plans in SACCOs and the effect of organizational change on implementation of strategic plans in SACCOs within the Nairobi region. Related literature was also reviewed and was used to guide the study to make conclusions. The study employed non-probability sampling procedures to identify the managers who provided relevant data for the study. The sample consisted of 47 managers from 47 SACCOs within Nairobi region. Questionnaires were used to collect data for the study.

The researcher used SPSS (Statistical Package for Social Sciences) to analyze the data. Descriptive statistics such as frequencies and percentages were used to summarize the data.

From the analysis, the study found out the following:
On the effect of organizational structure on the implementation of strategic plans in SACCOs, majority of the managers observed that the organization structure of SACCOs adequately supports the implementation of strategic plans, SACCOs’ reporting relationships are effective in the implementation of strategic plans, SACCOs clearly specifies the work to be done, who does what and how to do it and there is coordination between various businesses processes during the implementation of the strategic plans and the SACCOs’ organizational structure is acceptable to the employees.

The study also established that managers were evenly divided with some supporting organizational programs and procedures while others felt that some programs and procedures were unnecessary. The study further established that some organizational programs and procedures were unnecessary because there was too much bureaucracy in some programs and procedures, too much duplication of activities due to manual processes that need automation, training was not properly done, many of the programs were old, uncoordinated and unplanned creation of departments, procedures take a lot of time before they are implemented, loan ceiling posed a big challenge to many SACCOs and there was a waste of resources.

The study sought to determine the effect of organization culture on implementation of strategic plans in SACCOs. Majority of the managers indicated the way their SACCO gets things done that is its culture adequately support the implementation of strategic plans, there was need to change the culture in the work place in their SACCOs to aid implementation of strategic plans, employee share and own the vision, values and mission of the SACCOs and the SACCOs’ organization had access to information, rituals and activities that bond employees together. The study also established that most SACCOs reflect best practices in the SACCO industry.
SACCOs' regulation by SACCO regulatory body, compliance with the SACCO act, numerous assessed, rated and awarded trophies for their performance, improved computer systems are in place, manuals have been developed to guide practices in the SACCOs, there are policies and operational guidelines which direct operations, there is standardization of SACCOs practices, customer friendly services have been developed and there is promotion and appreciation of SACCOs' staff by members.

On the effect of leadership style on the implementation of strategic plans in SACCOs, the study found out that the SACCOs top management adequately manages the implementation of strategic plans, there is need to change leadership style in the SACCOs to aid implementation of strategic plans, the leadership style of management is flexible and provides adequate direction for implementation of the strategic plans, leadership style is democratic and the management of the SACCOs is accessible to the junior employees. Managers observed that SACCOs' leadership style inspires employee to successfully implement the strategic plans by through participatory approaches that provides employees with freedom and democracy in dealing with work, management encourages ideas and innovations, decision making is inclusive, awareness is created on the strategic plan and performance of duties, employees are involved in the formulation of the strategic plan, there are trainings and orientation programs in place and communication is flexible.

On the effect of resource allocation on implementation of strategic plans in SACCO societies, majority of the managers observed that SACCOs’ top management allocates resources adequately during the implementation of strategic plans, implementation of strategic plans is not
delayed by scarcity of resources, SACCOs are committed in developing their employees by equipping them with the appropriate skills, brand and partnerships, activities and tasks compete for the same resources and are adequately funded and there are no wastage or idle resources left during resource allocation. On the issue of capacity building, SACCOs' leadership is committed to capacity building by providing training in relevant areas, encouraging staff professional development, ensuring there is continuous evaluation of employees, identifying a proper career progression path for employees, creating team building and bonding sessions, appreciating the need to invest on staff, strategic plans are in place and there is resource mobilization in the SACCOs. Those of contrary opinion identified that SACCOs have not tapped manpower to the maximum and there is lack of transparency in following the SACCOs structures.

On the effect of organization change on the implementation of strategic plans in SACCOs, managers observed that SACCOs have changed to cope with environment demands during the implementation strategic plans, SACCOs internal politics adversely affect the organization' ability to adopt change, SACCOs communicates organizations changes effectively during implementation of strategic plans, the top management puts programs in place to cope with change during implementation and organization restructures to adopt the new changes whenever it is necessary. Managers also noted that SACCOs' organization change is supported with adequate resources when SACCOs allocate resources for training, system upgrading and staff education, there are budgetary provisions that cater for these changes, there is hiring of competent personnel and appropriate technology has been embraced and more funding sourced.

On the implementation of strategic plans in SACCOs, it was observed that implementation of strategic plans has improved the performance of the SACCOs, SACCOs have structures that are effective in the implementation of the strategic plans, communication has been enhanced to
support the implementation of the strategic plans, SACCOs have enhanced their ability to match resources with the opportunity in the environment, SACCOs are competing well above their competition because of effective strategy implementation and SACCOs have adapted to the environment demands in line with the strategic plans. Managers also believed that SACCOs’ survival and growth of business over the years is attributed to successful implementation of strategic plans in that it provides a road map that outlines the present and the future plans, it makes SACCOs to be flexible and decision making easy, outlines the expansion of the SACCOs, helps in the achievement of goals, outlines best practice in the management and operation, keeps the organization on toes, helps in striking a mutual understanding of both the internal and external environment in formulation of strategies to confront challenges, provides a basis for performance contracting and it creates dynamism in the business environment that boost performance.

5.3 CONCLUSIONS

The following conclusions were made based on the findings of the study: majority of the managers stated that the organizational structure of the SACCOs support the implementation of strategic plans in SACCOs, some organizational programs and procedures were unnecessary, there was need to change the culture in the work place in SACCOs to aid implementation of strategic plans, the top management allocates resources adequately during the implementation of strategic plans, the organization change in SACCOs has to be managed in an organized manner to ensure a smooth ride during the implementation of strategic plans and SACCOs’ survival and growth of business is attributed to successful implementation of strategic plans.
5.4 RECOMMENDATIONS

In order to ensure that strategic plans in SACCOs are fully implemented towards the realization of objectives set, there is need to implement the following:

Culture of the SACCO has the most statistical significant contribution in strategy implementation. Therefore the management lead by the general manager should commit to build business culture that supports the implementation of strategy. The shared values, philosophy, attitudes, expectation and norms should be fit into the strategy and knit the organization together to achieve organizational objectives. Management can use organization change to transmit desired culture. Culture change requires a strong leadership to manage the change process effectively to avoid resistance and give direction into the new culture that supports the strategy.

The programs and procedures that are unnecessary should be done away with make strategy implementation successful. Culture change can target to change the procedures and programs identified as unnecessary and adopt new ones that are supportive strategy implementation.

5.5 SUGGESTIONS FOR FURTHER RESEARCH

The study confined itself to factors that influence implementation of strategic plans in public-sector SACCO. Similar studies should be undertaken in to identify challenges facing implementation of strategic plans in newly established SACCOs especially in the transport industry. Further studies can also be conducted to find out the influence of external environmental factors on implementation of strategic plans in the SACCO.
REFERENCES


Ngombe, W B and Mikwamba E (2004). Malawi union of saving and credit cooperative (MUSCO)


TO WHOM IT MAY CONCERN:

RE: VIOLET RUGURU WAMBUI– D53/CE/16126/06

This is to confirm that the above named is a Master of Business MBA (Strategic Management) Student in the School of Business, Kenyatta University.

She is through with course work and has successfully defended her Masters Degree proposal (Factors Influencing Successful Implementation of Strategic Plans of Public-Sector Sacco Societies within Nairobi Region) and has done all the corrections that were pointed out by the examiners during the defense. She is now embarking on data collection.

Any assistance accorded her will be much appreciated by this office.

Thank you.

MUATHE SMA
DOCTORAL AND MBA PROGRAMME COORDINATOR

SMA/nt
APPENDIX II: QUESTIONNAIRE

Dear respondent,

Thank you for taking time to complete this questionnaire. Please answer all questions.

SECTION 1: PERSONAL PROFILE

Please tick (✓) appropriately

i. Gender: Female ☐ Male ☐

ii. Age: Below 30 years ☐ 30 to 40 years ☐ Above 40 years ☐

SECTION 2: FACTORS INFLUENCING IMPLEMENTATION OF STRATEGIC PLANS IN MAGADI SACCO

2.1: This Section Addresses Questions Concerning the Organization Structure

Please indicate your level of agreement with the statement given below.

<table>
<thead>
<tr>
<th>Where:</th>
<th>5- Strongly Agree</th>
<th>4- Agree</th>
<th>3- Neutral</th>
<th>2- Disagree</th>
<th>1- Strongly disagree</th>
</tr>
</thead>
</table>

| 1 | 2 | 3 | 4 | 5 |
|-----------------|---|----|---|---|----------------|
| The organization structure of your Sacco adequately supports the implementation of strategic plans. | | | | | |
| The Sacco reporting relationships are effective in the implementation of strategic plans. | | | | | |
| The Sacco organizational structure clearly specifies the work to be done, who does what, and how to do it. | | | | | |
| There is coordination between the various businesses processes during the implementation of the strategic plans | | | | | |
| The Sacco organization structure is acceptable to the employees | | | | | |
Do you believe that some of the organizational programs and procedures are unnecessary?

Yes ☐ No ☐ If yes, please explain

2.2 This Sub-Section Addresses Question in Regard to Organization Culture

Please indicate your level of agreement with the statement given below.

<table>
<thead>
<tr>
<th>Where:</th>
<th>5- Strongly Agree</th>
<th>4- Agree</th>
<th>3- Neutral</th>
<th>2- Disagree</th>
<th>1- Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>The way your Sacco gets things done i.e. its culture adequately support the implementation of strategic plans.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>There is need to change the culture in the work place of your Sacco to aid implementation of strategic plans.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Employee share and own the vision, values and mission of the Sacco.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>The Sacco organization has access to information, rituals and activities that bonds employees together.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

Do you believe the way of doing things in your Sacco reflect best practices of the Sacco industry?

Yes ☐ No ☐ If yes, please explain

__________________________________________________________________________

__________________________________________________________________________
2.3 This Sub-Section Addresses Question in Regard to Leadership Style

Please indicate your level of agreement with the statement given below.

<table>
<thead>
<tr>
<th>Where:</th>
<th>5 - Strongly Agree</th>
<th>4 - Agree</th>
<th>3 - Neutral</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2 - Disagree</td>
<td>1 - Strongly disagree</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Sacco top management adequately manages the implementation of strategic plans.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>There is need to change leadership style in the Sacco to aid implementation of strategic plans.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The leadership style of management is flexible and provides adequate direction for implementation of the strategic plans.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Sacco leadership style is democratic and participatory.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management of the Sacco is accessible to the junior employees.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Does your Sacco leadership style inspire the employee to successfully implement the strategic plans?

Yes [ ] No [ ] If yes, please explain

__________________________
2.4 This Sub-Section Addresses Question in Regard to Allocation of Resources

Please indicate your level of agreement with the statement given below.

**Where:**

<table>
<thead>
<tr>
<th>5- Strongly Agree</th>
<th>4- Agree</th>
<th>3- Neutral</th>
<th>2- Disagree</th>
<th>1- Strongly disagree</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Sacco top management allocates resources adequately during the implementation of strategic plans.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Implementation of strategic plans is delayed by scarcity of resources.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Sacco committed in developing their resources such as skill of people, brand and partnerships.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Activities and tasks compete for the same resource.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Sacco implementation tasks and activities are adequately funded.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>There is wastage or idle resource during resource allocation.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Do you believe that your Sacco leadership is committed on capacity building?

Yes [ ] No [ ] If yes, please explain ____________________________________________________________________________
## 2.5 This Sub-Section Addresses Question in Regard to Organizational Change

Please indicate your level of agreement with the statement given below.

Where: 5- Strongly Agree 4- Agree 3- Neutral 2- Disagree 1- Strongly disagree

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Sacco has changed to cope with the environment demands during the implementation of its strategic plans.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Sacco internal politics adversely affect the organization's ability to adopt change.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The employee are attached to the way they usually get work done to embrace organization change.</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Sacco communicates organizations changes effectively during implementation of strategic plans.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Top management puts programs in place to help the employee to cope with change during implementation.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The organization restructures to adopt the new changes whenever it is necessary.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Do you believe that the Sacco organization change is supported with adequate resources?

Yes [ ] No [ ]

If yes, please explain

_________________________________________________________
2.6 This Sub-Section Addresses Question in Regard to Implementation of Strategic Plans

Please indicate your level of agreement with the statement given below.

<table>
<thead>
<tr>
<th>Where:</th>
<th>1 - Strongly disagree</th>
<th>2 - Disagree</th>
<th>3 - Neutral</th>
<th>4 - Agree</th>
<th>5 - Strongly Agree</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implementation of strategic plans has improved the performance of the Sacco.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Sacco has structure as personalized by the organization chart is effective in the implementation of the strategic plans</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Communication has been enhanced to support implementation of the strategic plans</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Sacco has enhanced its ability to match resources with the opportunity in the environment.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Sacco is competing well above its competition because of effective strategy implementation.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Sacco has been able to adapt to the environment demands in line with the strategic plans.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Do you believe that the Sacco survival and growth of business over the years can be attributed to successful implementation of strategic plans?

Yes [ ] No [ ]

If yes, please explain

__________________________________________________

THANK YOU FOR TAKING YOUR TIME TO COMPLETE THIS QUESTIONNAIRE