

DETERMINANTS OF STRATEGY IMPLEMENTATION IN AFRICA  
INLAND CHURCHES IN KENYA: A STUDY OF SELECTED AFRICA  
INLAND CHURCHES IN NAIROBI AREA

BY

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## DECLARATION

I declare that this project is my own work. It has not been presented for any degree in any other University for any academic accreditation.

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## OPERATION DEFINITION OF TERMS

- Strategy:** Pattern or a plan which integrates goals, policies and operation activities chain of an organization as a whole
- Strategy implementation:** Process by which management translates strategies and policies into action through the development of programs, budgets and procedures
- Organization culture:** A system of shared values and beliefs that interacts with a company's people, organization structure, and control systems to produce behavioral norms.
- Organization commitment:** The extent to which a person identifies with and works towards organization-related goals and values

## **LIST OF ABBREVIATIONS**

**AIC**- Africa Inland Church

**SPSS** -Software Package for Social Sciences

**CEO** – Chief Executive Officer

**AIM** - Africa Inland Mission,

**IT** – Information Technology

## ABSTRACT

Strategy implementation is very vital for the success of any organization including churches. Effective implementation of strategies can enable the church to meet its objectives and goals as well as achieve development and growth. The overall objective of this study was to find out the determinants of strategy implementation in Africa Inland Churches (AIC) in Nairobi area. The study was guided by the following specific objectives: To find out the effect of leadership on strategy implementation in AIC Churches in Nairobi area, to determine the effect of communication on strategy implementation in AIC Churches, to assess the effect of organization culture on strategy implementation in AIC Churches and to investigate the influence of organization commitment on strategy implementation in AIC Churches in Nairobi area. Descriptive survey design was used for the study. The target population for the study was pastors and members of the local church council in the selected AIC Churches in Nairobi area. Nairobi area has 8 regions having a total of 155 churches. Stratified sampling technique was used to group the targeted areas into 8 regions where each region acted as a stratum. Purposive sampling technique was then used to sample the two largest churches from each region for the study. A total of 16 Churches were sampled for the study. A total of 64 respondents were targeted by the study out of which 59 (15 pastors and 44 church elders) responded giving a response rate of 92%. Questionnaire was used to collect data from the pastors and the members of the local Church council. Data was analyzed using Statistical Package for Social Scientists. Descriptive statistics such as: frequencies and percentages were used to analyze the data. Inferential statistics such as correlation and regression analysis was used to test on the relationship between the variables of the study. The analyzed data was presented in form of tables, pie-charts and bar-graphs where applicable. On the status of strategy implementation in organization, the study found that 98% of the respondents indicated that their churches formulate strategies to be implemented. On the effect of organization culture on strategy implementation, the study found that 98% of the respondents indicated that organization culture affects strategy implementation. This was evidenced by the fact that 64% of the respondents strongly agreed with the statement that culture influences individuals' values, norms, beliefs and attitudes which affect strategy implementation. The study also found that 95% of the respondents indicated that leadership affects strategy implementation. On the effect of communication on the implementation of strategies, the study found that 76% of the respondents indicated that communication affects strategy implementation. The study finally found that organization commitment affects strategy implementation as indicated by 88% of the respondents. The results from the correlation and regression analysis showed that the study variables such as: organization culture, organization leadership, strategy communication and organization commitment significantly affect strategy implementation in churches. The study concluded that organization culture, leadership, strategy communication and organization commitment affect strategy implementation in AIC churches in Nairobi area. It was recommended that Church leadership should involve every Church member in the implementation of strategies. The study finally recommended that another study be done in other AIC churches in other regions in Kenya to find out the challenges facing strategy implementation in Churches which was not the concern of this study.

## CHAPTER ONE

### INTRODUCTION

This chapter introduces and briefly discusses the concept of strategy implementation in organizations to bring out the conceptual as well as contextual focus of the study. It presents information on the background of the study, problem statement, research objectives, research questions, scope of the study and significance of the study.

#### 1.1 Background of the study

Business organizations and non-profit organizations have for years enjoyed the benefits of strategic planning. Formal planning has helped mobilize and motivate organizations in the achievement of goals and objectives. By utilizing a more logical, systematic, and objective approach, these organizations are more proactive than reactive in shaping their own future. The strategic plan serves as a roadmap by which the organization can visualize where they are going and how to get there. Harrington (2006) defines strategy as a pattern or a plan which integrates goals, policies and operation activities chain of an organization as a whole. Strategy consists of corporate decisions planning which clarify and determine vision, mission and objectives, defining policies and basic plans for achieving to those goals, defining scope of company's activities and specifying the kinds of economic and human type of the organization.

Hrebiniak (2006) observes that although formulating a consistent strategy is a difficult task for any management team and making that strategy work by implementing it throughout the organization is even more difficult. Putting the strategy into effect and getting the organization moving in the direction of strategy accomplishment is a critical phase of strategic management process. Lehner (2004) views strategy implementation as a process inducing various forms of organizational learning, because both environmental threats and strategic responses are a prime trigger for organizational learning processes.

The value of a clear direction, good strategy, and effective implementation of organizational action plan is now generally recognized. According to Thompson and Strickland (2003), strategic management is the process whereby managers establish an organization's medium to long-term direction, set specific performance objectives,

develop strategies to achieve these objectives in the light of all the relevant internal and external circumstances, and undertake to execute the chosen action plans. A church specific definition of strategic planning is provided by Auken (1989) who described planning as the process of turning vision into reality. Planning is a partnership between you and God in which supernatural power can be channeled through the human efforts of a committed ministry team. Clinton, Williamson, and Stevens (1995) describe the strategic management process as it relates to the church as a managerial process that involves matching ministry capabilities to ministry opportunities.

The key elements that underlie the meaning and success of a strategic management process is that the process is “strategic” because it involves preparing the best way to respond to the circumstance of the organization’s environment, whether or not its circumstances are known in advance. Being strategic means being clear about the organization’s objectives, being aware of its resources; and incorporating both into being consciously responsive to a dynamic environment. Gangel (1989) indicated that the only way a church can effectively achieve its goals is if church leaders actively engage in the tasks or process of planning. He also stated “the development of goals in a church or any Christian organization must be accompanied by the development of a plan whereby those goals can be achieved”.

According to the study carried out by Richardson (2000), churches in America are declining, not because of lack of enthusiasm, but because of lack of strategy. The old maxim rings true: “if you aim at nothing, you will hit it every time.” therefore some churches simply maintain existence instead of striving to thrive. They don’t believe in strategic planning and implementation, but they just believe that if they build a program, people will come and the church will grow. Richardson (2000) emphasizes that what the church in America needed was to envision and implement strategies that will enable the church to move from plateau or decline into experiencing conversion growth. This process should help the church to grow spiritually and numerically, which will, over time, lead to an overall increase in health.

Several churches in Africa have embraced the concept of strategic planning so as to boost church growth and development. For example the Presbyterian Church of East Africa developed 2012 – 2017 strategic plan. The development of the strategic plans in churches is aimed at adopting modern management approaches to realize a common vision of church expansion. However, Atieno (2010) observed that churches in Africa are yet to implement the strategic plans. This is evidenced by the fact that churches faced a number of constraints including lack of commitment by leaders and lack of finance for the implementation of different development projects in churches. It is upon this back ground that this study seeks to find out the determinants of strategy implementation in AIC churches in Kenya.

### **1.1.1 Africa Inland Church (AIC)**

The Africa Inland Church resulted from Africa Inland Mission, which arrived in Kenya in 1895 led by Rev. Peter Cameron Scott. AIM focused on evangelism in cross-cultural missions. The first congregation was established in eastern part of the country, in Ukambani and then the church spread to other areas under the ministry name of Africa Inland Mission. As the church grew and spread throughout Kenya, it assumed more and more responsibility for its ministry and administration. The church began to support its ministries financially and thus began functioning autonomously from AIM. In December 1940, leaders of both the church and AIM began preparing a constitution. In 1943 the church became nationalized and the name Africa Inland Church, Kenya (AIC) began to be used. In 1952 the AIC completed the constitution and from this point on the church managed its own affairs according to its constitution (AIC, 2012). Considering the years the church has been in existence, it is expected that a lot of development should have taken place in the Church. It is upon this background that the researcher seeks to find out the determinants of implementation of strategy in AIC Churches in Nairobi area.

Over the years, AIC has been organized into five administrative councils: the Local Church Council, the District Church Council, the Regional Church Council, the Area Church Council and the Central Church Council.

The Local Church Council, which is comprised of a chairman who normally should be the pastor in charge of the local church, and several elders, is responsible for reaching out to the lost, disciplining errant church members, and supervising the affairs and property of the local congregation.

The District Church Council is responsible for coordinating ministerial activities within a number of congregations in a given geographical area. This council is comprised of elected members from all the congregations represented. It is responsible for planning, implementing, and supervising the work of the church in a given district. It usually authorizes the establishment of local congregations as well as appointing and arranging for the financial support of pastors and preachers within the given district. This council is formed by elected members from various Local Church Councils and its chairman is normally an ordained pastor of the church.

The Regional Church Council enjoys a considerable degree of autonomy and is key within the structure of AIC according to the current constitution. This council is formed by elected members from various District Church Councils within the Region and its chairman is normally an ordained pastor of the church. This council arranges for the Licensing of pastors for the purposes of executing the pastoral duties and especially Baptism; officiating the Lord's table; child dedication among others.

The Area Church Council gives oversight to ministerial activities in the several Regional Church Councils that together form the Area Church Council. The Area Church Council members are drawn from each of the Regional Church Councils and the chairman is also an ordained pastor of the church.

Finally, the Central Church Council is comprised of the Presiding Bishop, Deputy Presiding Bishop, administrative secretary, the Area Bishops, secretaries, treasurers of all the Area Church Councils, and all national departmental heads.

## **1.2 Statement of the Problem**

Failure to utilize formal planning has caused frustration for many church leaders. Lack of planning is noted in the perceived inability of many churches to meet the needs of their congregation and others ministered to by the church. Poor planning or a lack of planning can be attributed to the cause for many churches' failures in achieving their ministerial and organizational goals. This is evidenced by the fact that church leaders are finding that they lack the skills and knowledge to implement the planning process. A survey of church pastors conducted to identify the continuing education needs of pastors in the areas of leadership and management skills identified strategic planning as the highest rated topic (Stevens, Loudon, and Paschal, 1996). To compound this problem, many churches today have stagnant or failed development projects and programs. Strategic planning can be used to stem this negative trend. A church should identify the needs of the community; set goals for meeting those needs, and formulate a plan for achieving those goals which may include initiation of development projects.

Despite the critical role of strategic management in churches, little studies have been done in the church context unlike in business where extensive research on the topic has been carried out. A study conducted by Kegin (1991) explored the interaction between ministry success and the presence of leadership and management skills (including planning) in pastors. His findings indicated that there was a significant correlation between effective ministries and pastors who have been trained in and have applied management and leadership skills. A study by Abok, Waititu, Ogutu and Ragui (2013) on resource-dependency perspective on the implementation of strategic plans in Non-Governmental Organizations in Kenya found that lack of implementation of strategic plans impacts negatively on efficiency, effectiveness and sustainability of the NGOs. This study was therefore aimed at finding out the determinants of strategy implementation in AIC Churches in Nairobi Area.

### **1.3 Research Objectives**

#### **1.3.1 General Objective**

The General objective of the study was to find out the status of strategy implementation in AIC Churches in Nairobi area.

#### **1.3.2 Specific Objectives**

This study was guided by the following specific objectives:

1. To assess the effect of leadership on strategy implementation in AIC Churches in Nairobi area.
2. To determine the effect of communication on strategy implementation in AIC Churches in Nairobi area.
3. To assess the effect of organization culture on strategy implementation in AIC Churches in Nairobi area.
4. To investigate the influence of organization commitment on strategy implementation in AIC Churches in Nairobi area.

### **1.4 Research Questions**

1. How does leadership affect strategy implementation in AIC Churches in Nairobi area?
2. How does communication affect strategy implementation in AIC Churches in Nairobi area?
3. How does organization culture affect strategy implementation in AIC Churches in Nairobi area?
4. How does organization commitment affect strategy implementation in AIC Churches in Nairobi area?

### **1.5 Scope of the Study**

This study was carried out in AIC churches in Nairobi area. The study targeted pastors and members of the local church council.

### **1.6 Significance of the Study**

A number of studies have been done on strategic implementation in business organizations and non-profit organizations. This has created knowledge gap in the strategy implementation in churches. This study was therefore aimed at filling this knowledge gap by finding out the determinants of successful strategy implementation in AIC Churches in Nairobi area.

The study may be of importance to the church leaders. By highlighting on the determinants of strategy implementation in churches, church leaders may be at a position to come up with strategies aimed at ensuring effective implementation of strategies in churches.

The study may also be of important to the members of the development committees in churches. They may get to know the possible causes of failure in strategy implementation in organization. This knowledge may be helpful in the development and implementation of strategies in their churches thus ensuring effective implementation of strategies in churches.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

The chapter analyzes the concept of strategy implementation in church, discusses the effects of communication, organization culture, organization commitment and leadership on strategy implementation

#### **2.2 Theoretical Literature**

This study adopted the use of expectancy theory by Victor Vroom. Expectancy theory is based on four assumptions (Vroom, 1964). One assumption is that people join organizations with expectations about their needs, motivations, and past experiences. These influence how individuals react to the organization. A second assumption is that an individual's behavior is a result of conscious choice. That is, people are free to choose those behaviors suggested by their own expectancy calculations. A third assumption is that people want different things from the organization (e.g., good salary, job security, advancement, and challenge). A fourth assumption is that people will choose among alternatives so as to optimize outcomes for them personally

##### **2.2.1 The Expectancy Theory**

The expectancy theory states that individuals have different sets of goals and can be motivated if they have certain expectations. This theory is about choice, it explains the processes that an individual undergoes to make choices. In organizational behavior study, expectancy theory is a motivation theory first proposed by Victor Vroom of the Yale School of Management. The expectancy theory of motivation suggested by Vroom (1964), unlike Maslow and Herzberg, does not concentrate on needs, but rather focuses on outcomes. Whereas Maslow (1954) and Herzberg (1974) look at the relationship between internal needs and the resulting effort expended to fulfill them, Vroom (1964) separates effort, which arises from motivation, performance, and outcomes.

Even though the needs of stakeholders have become part of the strategy, managers do not always act in line with the best interests of the stakeholders (Hill et al, 2009). Moreover,

employees in the organization do not always act in line with the strategy as laid out by management. The agency theory describes this problem which can arise when one person delegates the authority for decision-making to another. Problems can arise when the principal (i.e. the person delegating authority) and the agent (i.e. the person to whom authority is delegated) have different goals. In that case, the agent may perform his work or make decisions that are not in line with the goals of the principal. One of the reasons for the agency problem to exist, is information asymmetry, i.e. the agent has more information available than does the principal. Hence, it is difficult for the principal to judge whether or not the agent is doing the right things and making the right decisions. To minimize the agency problem principals put in place governance mechanisms (Hill et al, 2009).

This study adopted the use of expectancy theory to explain the determinants of strategy implementation in churches. The theory points out to the fact that the success of any organization is dependent on different factors within the organization. Expectancy theory emphasizes on the fact that even though individuals have different set of goals, they can be motivated if they have certain expectations. Strategy implementation being one of the ways adopted by organization to achieve their goals, its proper formulation, communication, leadership style within the organization and the organization structure will affect the success of its implementation. This study will therefore use the theory to establish the determinants of strategy implementation in AIC churches in Nairobi Area, Kenya.

### **2.2.2 Strategy Implementation**

Strategy is a central concern for practically any organization these days. In situations where the organization's environment is changing, the organization itself is faced with a need to change. Even in relatively stable environments an organization is bound to be faced with continuous choices to be made. Strategic planning and implementation is critical for motivating organizations towards achievement of their goals. It gives the organizations platform to be more proactive in shaping up their future. Hall (2001) defined strategy as practical working out of the will of God within a cultural context. According to Hall (2001), strategic planning is an overall approach that looks at the big

picture while designing a way through plans, methods, and details to reach a holistic ministry. Strategy is also known as long-term planning, formal planning or completely integrated planning, and is an approach to philosophy and lifestyle of a holistic ministry program. Hall (2001) emphasize that God is capable of guiding a ministry in the early planning as He is with intervening at the last moment. Strategic planning is a means of thinking and responding to social, cultural, temporal, and economic factors, creating a holistic philosophy.

Auken (1989) describes strategic planning in church setting as the process of turning vision into reality. Planning is a partnership between human being and God in which supernatural power can be channeled through the human efforts of a committed ministry team. Zietlow (2001) stated that the planning processes are what drive the focus and implementation of the ministry. Strategic planning is needed at the point when priorities begin to compete with one another. It is necessary to have specific goals for any activity to measure ministry effectiveness in addition to thinking strategically for long-term success. With broad plans on the upper levels of the ministry and specific plans at program levels quality control will improve the focus and process. "The strategy is the glue that holds it all together, strategy gives clarity in direction and is helpful for organizations to operate effectively.

Strategy implementation wholly depends on strategy formulation and planning. Allio (2005), states that the kind of strategy that is developed and the actual process of strategy formulation will influence the effects of implementation. Alexander (1985) believes that the need to start with a formulated strategy that involves a good idea or concept is mentioned most often in helping promote successful implementation. As Allio notes, good implementation naturally starts with good strategic input: the soup is only as good as the ingredients (Allio, 2005). Migliore (1994) mentions that planning is, as part of management process, crucial to the success of any organization; this is especially true for the Church. A strategic plan is broad in scope and identifies how an organization will commit its resources over a pre-selected period. It is a long-term plan analyzing and creating objectives to reach a specific set of goals.

Beer and Eisenstat (2000) proposed three essential factors for successful implementation. First of all, the change process should be systematic. This means that both human and systematic aspects of the organization should fit with each other in the organization. The second factor is the condition that the change process should encourage the open discussion of barriers to strategy implementation and adaptation. All impediments to strategy should be taken into account and the most reliable way to get the best information is to include the largest possible number of the organization's members into the discussion. The third factor proposed by the authors, tells us that the change process should develop a partnership among all relevant stakeholders.

When the strategic plan is incorporated into the ministry it involves dividing and assigning the responsibilities of each task with specified resources and completion target dates. The advantages of planning help ministries adapt to changing environments and specifies to whom the responsibilities belong. It gives a sense of direction for assessing the market position, and establishing objectives, priorities, and strategies to accomplish the goals with motivation (Migliore, 1994). Bennis (1985) emphasizes that it is the mandate of the leader to facilitate the strategic planning process. The pastor, as a leader of the church, is the most important logical choice to perform this function. To be a successful leader, the pastor should incorporate the creation of a focused vision or agenda; clearly communicate that vision and its implicit and explicit meaning, and trust in the vision or agenda as well as the people who can accomplish it. The pastor is like the CEO in a business organization.

Strategic planning is critical to the success of any organization, including a church. Formalized planning is an important success factor in goal achievement of any organization and lack of it therefore, will hinder the success of the organization (Burns and Hunt, 1995). Dobson (2002) observes that the lack of an efficient strategic plan hinders ministries in reaching the greatest level of ministry effectiveness. By following through with the specified strategic plan the programs of an organization will reach greater levels of ministry effectiveness. The same is confirmed in a study of "Environment, Strategy and Planning for Churches and Ministries", conducted by Randell in 1984. The study related the church size and growth, which are indicators of

effectiveness, with the perceptions of the internal and external environments, which were the types of planning used. Odom concluded that churches that used formal long-range planning (strategic planning) were more effective than the churches that used informal planning or did not have any type of planning (Burns, 1995).

However, a meaningful strategy will be a trump card unless it is implemented. As a matter of fact, many organizational failures occur due to the lack of implementation not formulation. Johnson (2004) reports that 66% of corporate strategy is never implemented, and as Crittendens (2008) states, the problem is somewhere in the middle of this strategy-performance gap, with a more likely source being a gap in the formulation-to-implementation process. Homburg et. al. (2000) believes that the implementation of strategy is critical. Thus, while managers should be careful to develop an appropriate and effective strategy, they should assign the large portion of their attention and resources to activities and tasks which are related to implementation.

Lack of strategy implementation also affects the church. Auken (1989) attributes this to lack of training in the planning process and a belief that planning and implementation is not biblical or indicates a lack of faith. Reed (2000) indicates that refusal to carry out strategic planning and eventual implementation has led to several problems in the church. Many churches are unable to meet the needs of their congregation and others ministered by the church (Reed, 2000). Lack of strategic implementation can be attributed as the cause for many churches' failures in achieving their ministerial and organizational goals. To compound this problem, many churches today are facing declining membership and attendance levels as numerous activities divert individuals away from church (Reed, 2000). Many former churchgoers feel that church is out of touch with them and has not responded to their needs. Strategic planning and implementation can be used to stem this negative trend. A church should identify the needs of the community; set goals for meeting those needs, and formulate a plan for achieving those goals (Reed, 2000).

## 2.3 Empirical Review

### 2.3.1 Organization culture and strategy implementation

A fundamental part of managing strategy implementation is the organizational culture. Hill et al (2009) define organizational culture as the “specific collection of values, norms, beliefs and attitudes that are shared by people and groups in an organization and that control the way they interact with each other and with stakeholders outside the organization”. Although not as tangible as strategic control systems and organizational structure, culture is one of the strongest elements of control in an organization. A strong organizational culture enhances integration and coordination within the organization. Culture gives members of the organization the ability to develop a collective identity, and guides them in their daily business relationships, execution of tasks, communication and decision making.

If propagated correctly, organizational values will become part of the individual’s values through which the individual will follow them unconsciously. To create a strong organizational culture, it is important that leadership promotes what the organization believes is correct behavior. Within the values of the organization, strong emphasis should be given to ethical behavior. A code of ethics can help management to communicate the ethical behavior they expect from everybody in the organization (Hill et al, 2009; Daft, 2001).

A belief system as defined by Simons (1995) is “the explicit set of organizational definitions that senior managers communicate formally and reinforce systematically to provide basic values, purpose and direction for the organization”. A belief system controls the core values of the organization, which are linked to the business strategy. Such a system is created through symbolic use of information, e.g. inspirational leadership. It attempts to create awareness and understanding of the organization’s core values and should help employees to respond to problems they face during the process of strategy implementation.

Organization culture has been mentioned as a determinant factor in operations and performance of an organization. Organization culture also influences the formulation and

implementation of strategies in organizations. Mehta and Krishnan (2004) defines organization culture as beliefs, assumptions and values that members of a group share about rules of conduct, leadership styles, administrative procedures, ritual, and customs. Also it has been defined as the shared philosophies, ideologies, values, assumptions, beliefs, expectations, attitudes and norms (Lund, 2003). Lund (2003) also describes organization culture as a system of shared values and beliefs that interacts with a company's people, organization structure, and control systems to produce behavioral norms. Dodek et al., (2010) concludes that culture is to an organization what personality is to the individual- a hidden, yet unifying theme that provides meaning, direction, and mobilization. In general, organization culture is beliefs and shared values that unifies members of an organization and consolidates them under the cover of potent behavioral norms and rules.

Organization culture influences various aspects of the organization. Mehta and Krishnan (2004) indicates that organizations with strong cultures do become successful. The organization culture, particularly in churches and Non-profit organizations, shapes individual morale, teamwork, effectiveness, and outcomes (Chand, 2011). Chand (2011) insists that culture-not vision or strategy- is the most powerful factor in any organization. It determines the receptivity of the staff and volunteers to new ideas, unleashes or dampens creativity, builds or erodes enthusiasm, and creates a sense of pride or deep discouragement about working or being involved there. Organization culture can build a strong and successful church.

Chand (2011) indicated that the shape of the organization culture begins at top level. The leaders' integrity, competence and care for the staff members creates the environment where people excel....or not. Awino (2007) adds that organization culture requires collective identity and togetherness in order to determine day to day communications, acceptable/non-acceptable behavior as well as power/status allocation. According to Dauber, Fink and Yolles (2012), organization culture can be influenced by external environments, which are all elements outside the boundary of the organization to which an organization needs to adapt. Likewise, globalization has influenced organization

culture as the organization strives to adapt with global changes (Aten and Howard-Grenville, 2011).

Bates (1995) suggests that strategy and organization culture are essentially synonymous. In fact strategy is a product of culture (Green, 1988). Buul (2010) adds that a fundamental part of managing strategy implementation process should take account organization culture as a powerful aspect of status quo. The cultural assumptions and values shared by the members of an organization determine the way the employees and managers will understand the organization itself, thereby the adequate way to implement formulated strategies. Implementation of strategies will bring about changes in the organizations; therefore a flexible organization culture will foster faster implementation of the proposed strategies.

Awino (2007) states that process of organization changes and management will be very different in different organization cultures. For example, if organizational culture is dominated by the value of flexibility, this means that the members of the organization will consider changes as something good and useful for the organization and themselves. In this case changes are likely to be continual, and thereby also incremental in nature, because there will be no need for radical changes precisely due to the fact that they are continual. Also, changes will be conducted with less resistance and more participation by the employees. On the other hand, if organizational culture contains the values of stability and conservatism, then the members of the organization will consider changes as harmful, both for themselves and the organization. Changes will be rare, but when they do happen they will be radical and comprehensive. They will be conducted with a great degree of resistance from and a relatively small degree of participation by the members of the organization, who will be mostly passive executives of change.

Johnson and Scholes (1999), state that the culture of an organization is expected to be supportive and also be consistent with the strategy being implemented. Organization culture gives employees a sense of how to behave and act and hence influence them to support current strategy (Anand et al., 2007). Since it is managers who were involved in developing strategic plans, it is part of their leadership tasks to bring the organization's culture into alignment with strategy and keep it there. Sackman (2003) also brings out

that organizational culture fosters innovativeness of employees. By providing employees with opportunities to explore, investigate and experiment, bounded delegation leadership creates an entrepreneurial organization culture that fosters innovative behavior.

Despite the fact that organization culture is critical in any organization, relatively few churches and Non-profit organizations have taken the arduous (but necessary) steps to assess, correct and change their culture. Chand (2011) noted that most leaders of the church focus almost all their energies on the tangibles of growth and donations. Their means to fulfill their goals are a clear, compelling vision and a workable strategy. Those are important components, but they only succeed if the underlying culture stimulates creativity, passion, and productivity in the organization. Top leaders need to spend at least as much time analyzing their culture as they do crafting their new vision, strategy and marketing plans.

Shah and David (2012) indicate that strategic planning and implementation is important for the growth of the church. In their study on the effectiveness of planning in the church, they found out that the churches that undertook strategic planning reported growth and development. In the study, the respondents were classified as either planners or non-planners. Twenty one churches or 87.5% reported that their church engages in strategic planning whereas 3 churches or 12.5% reported that they do not. Of the planners, 76% reported an increase of membership. The findings indicate that planning churches are more likely to achieve higher growth rates in membership. According to Shah and David (2012) planning allows a church to address the needs of its members and the community. Membership will grow when the community feels that the church is meeting and addressing their needs.

### **2.3.2 Leadership and strategy implementation**

Leadership, and specifically strategic leadership, has been identified as one of the key drivers of effective strategy implementation. However, a lack of leadership, and specifically strategic leadership by the top management of the organization, has been identified as one of the major barriers to effective strategy implementation (Beer & Eisenstat 2000). The leadership's role is all important because its agenda for action and conclusion about how hard or fast to push for change are decisive in shaping the

character of the implementation and moving the process along. A leader is viewed as a managerial employee who is tasked to oversee the successful execution of strategic initiatives.

Pearce et al (2005) distinguishes between management and leadership. In his view, management is about coping with complexity that comes with the emergence of large organizations. Leadership, by contrast, is about coping with change; and more changes always demand more leadership. Pearce et al (2005), however, point out that leadership is about setting and not just reacting to agendas, identifying problems, and initiating change that make for substantial improvement rather than managing change. The strategic leader has to have capability of balancing between a number of factors. Strategic leadership involves coping with strategic pressures and changes in the environment outside the organization, at the same time entails managing the human resources inside the organization (Lynch, 2009).

Hitt, Ireland and Hoskisson (2007) define strategic leadership as the leader's ability to anticipate, envision, and maintain flexibility and to empower others to create strategic change as necessary. Strategic leadership can also be defined as the ability to influence others to voluntarily make day- to-day decisions that enhance the long term viability of the organization while at the same time maintaining its short-term financial stability (Rowe et al., 2001). Strategic leadership is multifunctional, involves managing through others, and helps organizations cope with change that seems to be increasing exponentially in today's globalized business environment (Hitt, Ireland and Hoskisson, 2007). Strategic leadership requires the ability to accommodate and integrate both the internal and external business environment of the organization, and to manage and engage in complex information processing.

According to Reed (2000), church leadership does not differ much with any other organization leadership. The church leadership comprises of the pastors, the deacons, bishops, priests, church elders, departmental heads and ministerial heads. Christian leadership is a process of helping a group to embody its corporate life, the practices that shape vital Christian life, community, and witness in ways that are faithful to Jesus Christ and the gospel and appropriate to the particular group's setting, resources, and purpose.

George (1995) likens a pastor to the CEO of the company. The pastor, as the leader of a church, is the most logical choice to perform strategy implementation. To be a successful leader, the pastor should incorporate the creation of a focused vision or strategy; clearly communicate that vision and its implicit and explicit meaning, and trust in the vision or agenda as well as the people who can accomplish it.

Herbiniak (2006) observes while issues of strategic planning have presented challenges to strategic leaders, it is in the area of strategy implementation where these leaders have encountered a number of challenges. Although formulating a consistent strategy and making it work is fairly easy, implementing it throughout the organization is even more difficult. Strickland et al (2008) points out that a good strategy implementation requires a team effort and that all managers have strategy-execution responsibility in their areas of authority, and all employees are participants in the strategy execution process. In this case, strategy implementation in the church requires team effort of the pastors, the elders and the people who head various ministries in the church. The employees in the church are also incorporated and their cooperation is vital for the success of the strategy implementation.

Effective strategy implementation requires a leader who stays on top of the strategy execution process; leading the process and making corrective adjustments. To do this, the leader needs to develop a broad network of contacts and sources of information; and use the information gathered to confirm whether things are on track. The leader ought to put constructive pressure on the organization to achieve good results and operating excellence. The leader should be out front in mobilizing organizational energy behind the drive for good strategy execution.

Chapman (2004) explains that real leadership is required to compete effectively and deliver growth. People look to leaders to bring meaning, to make sense of the seemingly unquenchable demand for results and the need for individuals to find purpose and value. Successful strategy implementation depends on doing a good job of working with and through others, building and strengthening competitive capabilities, motivating and rewarding people in a strategy supportive manner and instilling a discipline of getting things done (Strickland et al., 2008). Pearce and Robinson (2005) indicate that a leader is

involved in developing a long term vision of the firm's strategic intent. The role of the leader in clarifying strategic intent is to paint a picture of that intent in future terms and in setting sound performance expectations.

Good Leaders also build and rebuild their organization to align it with the ever-changing environment and needs of the strategy (Pearce and Robinson, 2005). They build an organization in many ways including; ensuring a common understanding about organizational priorities, clarifying responsibilities, empowering managers and pushing authority lower in the organization, uncovering and remedying problems in coordination and communication across the organization, and gaining personal commitment to shared vision from managers throughout the organization. Stickland et al (2008) emphasize that leaders have to take lead in promoting certain enabling culture drivers such as a strong sense of involvement on the part of organization personnel, emphasis on individual initiatives and creativity, respect for the contribution of individuals and groups, and pride in doing things right.

Strategic leaders manage the firm's portfolio of resources by organizing them into capabilities, structuring the firm to use the capabilities, and developing and implementing a strategy to leverage those resources to achieve a competitive advantage (Hitt et al, 2007). Strickland et al. (2008) observe that proficient strategy implementation depends heavily on competent personnel, adequate competitive capabilities, and effective internal organization. Putting together a strong management team with the needed experience, technical skills, and intellectual capital and building core competencies and competitive capabilities is a critical leadership task. Pearce and Robinson (2005) mention that recruiting and developing talented operational leaders is one of the critical strategic leadership functions that drive the effective implementation of strategy.

Beer and Eisenstat (2000) examine 12 profiles in depth from 4 companies – 10 for business units and 2 for corporate. They put forward six silent killers of strategy implementation which are “rarely publicly acknowledged or explicitly addressed” just as follows: top-down or laissez-faire senior management style (9 of 12 cases); unclear strategy and conflicting priorities (12 of 12 cases); an ineffective senior management team (10 of 12 cases); poor vertical communication (9 of 12 cases); poor coordination

across functions, businesses or borders (9 of 12 cases); inadequate down-the-line leadership skills and development (8 of 12 cases). Among them, poor vertical communication is treated as a core barrier which not only hinders strategy implementation but also impedes discussion of the barriers themselves. The six killers are grouped into three categories: quality of direction, quality of learning and quality of implementation.

Anyango (2007) carried out a research on challenges facing strategy implementation in selected organizations in Kenya. The findings of the study showed that 47.6% of the respondents reported that senior management leadership style affected strategy implementation to very great extent. Likewise, the majority of the respondents comprising of 47.6% reported that organization culture affected the implementation of strategy to a very large extent. The findings also show that 33.3% of the respondents indicated that organizational structure influence strategy implementation to a very large extent. She also found out that other factors affecting strategy implementation as high staff turnover at 14.3% to very great extent, fear of change and cultural restraint, inadequate staffing at 33.3% to a great extent (competition, political influence, unsupportive Government policy and poor infrastructure) external factors 28.6% to a moderate extent and inadequate funds to support strategy implementation at 42.9% to a less extent.

### **2.3.3 Communication and strategy implementation**

Communication is vital for the operations of an organization and hence influences the way strategies are formulated and implemented. The church, as an organization, needs effective commission in order to fulfill the great commission. It is through instituting effective communication strategies that the church will be able to reach out to the community. Numerous researchers have already emphasized the importance of communications for the process of strategy implementation (Peng and Litteljohn, 2001). Communication is very vital in promoting successful strategy implementation. The content of such communications includes clearly explaining what new responsibilities, tasks, and duties need to be performed by the affected employees. It also includes the

why behind changed job activities, and more fundamentally the reasons why the new strategic decision was made firstly.

Rapert, Velliquette and Garretson (2002) find that organizations where employees have easy access to management through open and supportive communication climates tend to outperform those with more restrictive communication environments. Likewise, the findings of Peng and Litteljohn (2001) show that effective communication is the key requirement for effective strategy implementation. Organization communication plays an important role in training, knowledge dissemination and learning during the process of strategy implementation. In fact, communication is pervasive in every aspect of strategy implementation, as it relates in a complex way to organizing processes, organizational context and implementation objectives which, in turn, have an effect on the process of implementation.

Heide, Gronhaug and Johannessen (2002) observe that communication issues, which may be influenced to some extent by the organizational structure, constitute a key barrier to the implementation of planned strategic activities. Rapert, Velliquette & Garretson (2002) state that communication and shared understanding play an important role in the implementation process. In particular, when vertical communication is frequent, strategic consensus (shared understanding about strategic priorities) is enhanced and an organization's performance improves. They explore vertical communication linkages as a means by which strategic consensus and performance can be enhanced.

The organization communication function is the department or unit whose purpose is to facilitate strategy implementation through communication (Forman and Argenti, 2005). This department can also serve as the "antenna" of an organization, receiving reactions from key constituencies to the strategy of the firm. Forman and Argenti (2005) find that the alignment between the organization communication function and the strategic implementation process was particularly visible in those organizations that were going through fundamental strategic change: All of the organizations studied were involved in significant efforts in internal communications and felt that IT was central to the success of the function, particularly in terms of implementing strategy and building reputation (Forman and Argenti, 2005).

### **2.3.4 Organization commitment and Strategy implementation**

Commitment is the driving force which boost morale for action. Generally defined as the act of committing, pledging, or engaging oneself; engagement; involvement (Beer et al, 2005 ), it is something which allows people to strive for excellence and mastery even when the going gets tough in any field of human endeavor, such as athletics, arts, or the marketplace. In the often tumultuous world of business and commerce, where sometimes it seems like the only constant is change, committed and dedicated employees might provide an enduring advantage (Klein et al, 2012). Organizational commitment is defined as the extent to which a person identifies with and works toward organization-related goals and values (Klein et al, 2012).

Beer et al (2005) defines workplace commitment as a volitional bond reflecting dedication and responsibility for a target. In this case, the target is ‘Must Win’. Workplace dedication to strategy implementation mediates the link between participative strategic plan and implementation. Participative strategic planning increases personnel understanding of the company’s purpose and strategic targets, clarifies why strategies are implemented and creates a sense of shared purpose for the employees. Clarifying and explaining strategies and involving personnel in the strategic planning process have been argued (and to some degree shown) to increase personnel commitment to strategy implementation (Mantere and Vaara, 2008). Furthermore, increased personnel commitment enables more rapid strategy implementation and improves both the strategy-environment fit and, consequently, company performance (Beer et al., 2005).

Commitment leads to engagement (Klein et al. 2012). One can expect identification to also be related to engagement since the underlying actions are similar: identification refers to psychologically merging with the target, and engagement to investing one’s complete self in a role. The more one identifies with one’s organization, the more one would tend to psychologically and emotionally engage in one’s role within the organization too. While the downside of commitment seems to be problems related to escalation of commitment, the downside of identification is that the stronger the identification with a particular identity, the stronger the motivation to resist identity changes will tend to be (Fiol 2001). In other words, organizations’ leaders might have

trouble in remaking, reinventing and/or redefining the organization when members with strong identification bonds seem rigid and continue defining the company in terms of the old identity to which they are attached.

According to Fiol (2001), commitment is often alluded to or even underscored in material intended for strategy practitioners, in frequent exhortations to encourage commitment to the organization's strategy, to commit to implementing the strategy, and so on. Heracleous (2000) stress that strategy implementation efforts may fail if the strategy does not enjoy support and commitment by the majority of employees and middle management. This may be the case if they were not consulted during the development phase (Heracleous, 2000). Alexander (1985) thinks obtaining employee commitment and involvement can promote successful strategy implementation (on the basis of telephone interviews with CEOs). Some CEOs believe that one way to accomplish this is to involve employees and managers right from the start in the strategy formulation process. Involvement and commitment should also be developed and maintained throughout the implementation process. If middle and lower level managers and key subordinates are permitted to be involved with the detailed implementation planning, their commitment is likely to increase.

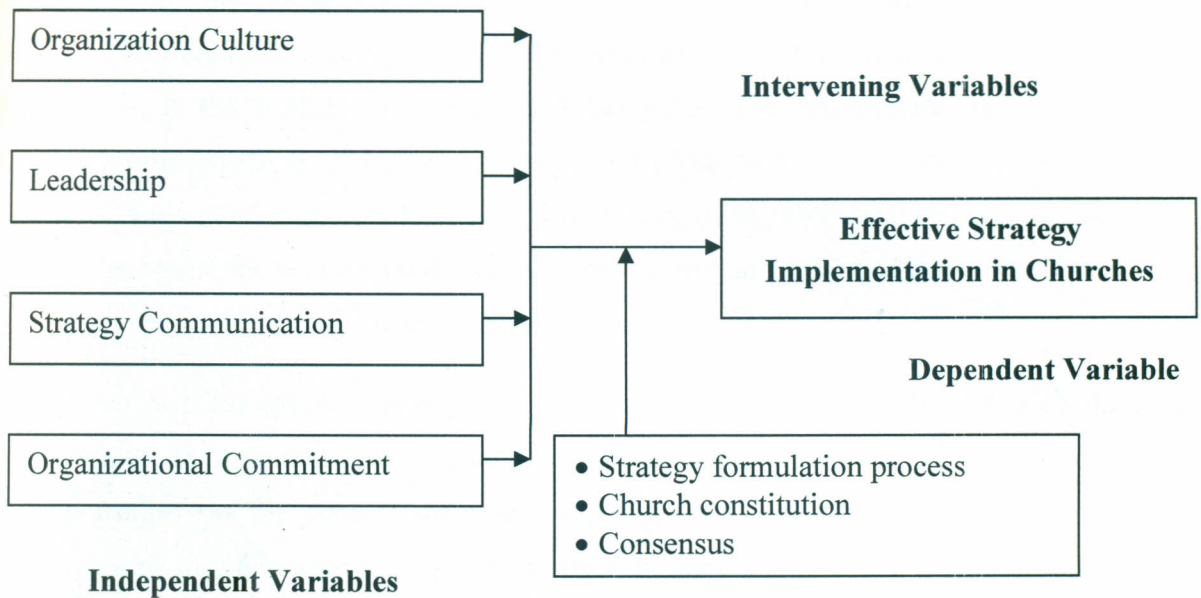
The same is also true in church setting. The church leadership ought to involve the church elders and other leaders during the formulation and implementation of strategies. Guth and Macmillan (1986) cited by Heracleous (2000) suggest that there are three fundamentally different sources of low to negative individual manager commitment to implementing a particular strategy: low perceived ability to perform successfully in implementing that strategy; low perceived probability that the proposed outcomes will result, even if individual performance is successful; low capacity of the outcome to satisfy individual goals/needs. Middle managers with low or negative commitment to the strategies formulated by senior management create significant obstacles to effective implementation. The other source of low commitment towards strategy implementation in the church setting is belief that strategy formulation and implementation demonstrates lack of faith and trust in God (Reed, 2000).

Organization commitment also depends on consensus so as to enable effective implementation of strategy. According to Rapert, Lynch and Suter (1996), the concept of strategic consensus involves a deeper understanding with the strategy and is developed through involvement in strategy formulation. Commitment evaluates the depth of the willingness to expend effort and resources in pursuit of the strategy. Rapert et al (1996) suggest that strategic decisions are often formulated by a team of top managers and then mandated to the rest of the organization, overlooking the importance of securing consensus with and commitment to the organizational strategy. The empirical study of Rapert et al (1996) examines the importance of gaining strategic support at the marketing department level. The findings suggest organizations which achieve strategic consensus and commitment from the marketing department will benefit through greater functional and organizational performance.

#### **2.4 Conceptual Framework**

The conceptual framework presents the relationship between the variables of the study. The independent variables for the study were: organization culture, organization commitment, Strategy communication and leadership while the dependent variable for the study is effective strategy implementation in churches. The intervening variables for the study were: strategy formulation process, action planning and consensus.

**Figure 1.1 Conceptual Framework**



**Source: Author (2013)**

### **Operationalization of Study Variables**

In the framework above, factors such as organization structure, leadership, strategy communication and organizational commitment are perceived to affect strategy implementation in Churches. In order for strategy to receive sustained support, it must be aligned with organizational culture. Organization's strategy requires a culture that is supportive of change. Leadership, and specifically strategic leadership, is widely described as one of the key drivers of effective strategy implementation. However, a lack of leadership, and specifically strategic leadership by the top management of the organization can be a barrier to effective strategy implementation. Communication of strategy on the other hand leads to the awareness and understanding of a particular strategy to be implemented in the organization. Ineffective communication of strategies may therefore affect the implementation of strategies in the organization. Finally, the commitment of the management of the organization will definitely lead to the effective implementation of the strategies and vice versa. The involvement of the members of the organization in the formulation and implementation of strategic plans also influences the effectiveness of the implementation of strategies in organizations.

## **2.6 Summary of Literature Review**

In this chapter, the researcher presented literature on the determinants of effective strategy implementation in churches. Strategy formulation and implementation was found to be critical in the realization of organizational goals. The determinants of effective strategy implementation included but were not limited to: organization culture, leadership, organization commitment and communication. Organization culture was found to determine the way the staff and managers understand the organization itself thus influencing strategy formulation and implementation.

Leaders are also on top of strategy execution process as they are charged with the responsibility to achieve good results, compete effectively and deliver growth. Communication on the other hand plays an important role in training, knowledge dissemination and learning during the process of strategy implementation. Finally, organization commitment was found to affect strategy implementation as it may fail if it does not enjoy the support and commitment by the staff and leaders. Low or negative commitment to strategies creates significant obstacles to effective strategy implementation. The critical analysis of literature shows that the reviewed challenges applies more to the business organization and non-governmental organization with an exception of the church context. This study was therefore aimed at filling this knowledge gap by looking at the determinants of strategy implementation in AIC Church.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter presents the research design, the location of the study, the target population, sampling technique and sampling size, data collection instruments, Piloting of the research instrument, data collection procedures and data analysis.

#### **3.2 Research design**

The study adopted descriptive research design. Kothari (2004) explained that descriptive research design enables the researcher to observe, describe and document aspects of a situation as they naturally occur. It is concerned with finding out who, what, where and how of a phenomenon which is the concern of this study. The researcher therefore considered the design appropriate for investigating the determinants of strategy implementation in AIC churches in Nairobi Area.

#### **3.3 Location of Study**

This study was carried out in AIC Churches in Nairobi area. Nairobi area has 8 regions having a total of 155 churches. Nairobi County was chosen for the study due to the large number of congregation in the AIC Churches in the region. This necessitates the formulation and implementation of strategies aimed at putting things in place to accommodate the large numbers of congregants. The area was also chosen due to the large numbers of AIC Churches and the fact that it is the headquarter of AIC Churches in Kenya.

#### **3.4 Target population**

The target population for this study was Pastors and members of the Local Church Council. Pastors were targeted as they are the chair persons of the development committee in AIC churches. Members of the local council were targeted as the researcher perceives them to have the information regarding the development projects in churches and they are considered to be aware of the determinants of strategy implementation.

**Table 3.1 Distribution of AIC Churches in Nairobi Area**

	<b>Region</b>	<b>Number of Churches</b>
1	Thika	18
2	Nairobi East	14
3	Nairobi West	12
4	Embu	17
5	Nairobi South	14
6	Nairobi South West	10
7	Nairobi Central	52
8	Viwandani	18
	<b>Total</b>	<b>155</b>

Source: AIC Nairobi Area Church Council (2013)

### **3.5 Sampling Technique and Sample Size**

Stratified sampling technique was used to group the targeted areas into 8 regions where each region acted as a stratum. Purposive sampling technique was therefore used to sample the churches for the study. Two largest Churches were sampled from each region. This was based on the fact that they have grown large and therefore are assumed to have their strategic plans in place depending on the year of establishment. A total of 16 Churches were sampled for the study. This constituted 10.3% of the churches in Nairobi area. Gay (2003) suggested that 10% of the accessible population is adequate to serve as a study sample. The researcher therefore considers 10.3% to be representative enough for the study. A total of 64 respondents were targeted by the study (constituting 16 pastors and 48 members of the Local Church Council). Sampling was done as presented in Table 3.1.

**Table 3.2 Sample Size**

No	Category	Sample per Church	Sample
1.	Pastors	1	16
2.	Members of the Church Council	3	48
<b>Total Sample</b>		<b>4</b>	<b>64</b>

### **3.6 Research Instruments**

Questionnaires was used as instrument for data collection

#### **3.6.1 Questionnaires**

Questionnaires are defined as an instrument used to gather data, which allows a measurement for or against a particular viewpoint (Orodho, 2004). He emphasizes that a questionnaire has the ability to collect a large amount of information in a reasonably quick space of time. Best and Khan (1993) observe that questionnaires enable the person administering them to explain the purpose of the study and to give meaning of the items that may not be clear. The questionnaires have the ability to collect a large amount of information in a reasonably quick space of time. Questionnaires were used to collect data from CEOs, Pastors and members of the Local Church Council. The instrument was divided into different sections whereby each section addressed questions to achieve each of the specific objectives of the study. Likert scale was used in questions testing on the degree of the respondents' agreement with particular variables of the study.

#### **3.7 Piloting of Research Instruments**

Mugenda and Mugenda (1999) note that piloting ensures that research instruments are stated clearly and have the same meaning to all respondents. Piloting enables the researcher to have meaningful observations because it helps detect deficiencies in the instruments.

The instruments of the study were tested in one of the AIC churches in Nairobi which was not included in the actual study. Piloting ensured clarity of the final instruments for the actual data collection. Furthermore expert opinion from the supervisors helped to

check on the content validity of the instruments. The purpose of this pre-testing was to assist in finding out any weakness that might be contained in the instruments of the study.

### **3.7.1 Validity**

Mugenda and Mugenda (2003) defines validity as the degree to which results obtained from the analysis of data actually represent the phenomena under study. A valid instrument should accurately measure what it is supposed to measure. After administering the instruments to the selected respondents, the data obtained should be a true reflection of the variables under study. The researcher established the content validity of the instruments by seeking his supervisors' opinion on whether or not the items in the instruments are relevant.

### **3.7.2 Reliability**

Reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trials (Mugenda and Mugenda, 2003). The lesser the variations produced by an instrument on subsequent trials, the more reliable the instrument is. The more reliable a test is, the more confidence we can have that the scores obtained from administering the test are essentially the same scores that would be obtained if the test was re-administered.

To test on the reliability of the instruments, the researcher used test re-test method. This method involves administering the instruments to the respondents and after some period of time re-administering the same instruments to see the consistency with which the questions are answered. The researcher administered the instruments to the pastors, development committee members and members of the local council and after a period of two weeks, the instruments were administered again in the same group of people. The reliability of the instruments was based on the consistency of the responses given.

### **3.8 Data collection procedure**

The researcher first obtained a letter from the Kenyatta University main campus so as to allow for data collection. The researcher then made appointments with the administration of the church to get the permission to conduct the study and to arrange dates for collecting data. The researcher then administered the instruments personally to the

respondents who were given ample time to respond to the questions. This ensured achievement of a good return ratio and help respondents to get a chance to seek clarification on items which prove difficult.

### 3.9 Data Analysis

The researcher first edited the primary data obtained from the field. Coding was done to translate question responses into specific categories. Coding was expected to organize and reduce research data into manageable summaries. Quantitative data collected was analyzed, presented and interpreted using both descriptive statistics while content analysis techniques was used to analyze qualitative data collected using interview schedules. Statistical Package for Social Sciences (SPSS) package was used to analyze the quantitative data. Descriptive statistics such as means, standard deviation, frequencies and percentages was used to describe the data. Inferential statistics such as correlation and regression analysis was used to test on the relationship between the variables of the study. The analyzed data were presented in form of tables, pie-charts and bar-graphs where applicable. Multiple regression model presented below was used for regression. The analyzed data were presented in form of tables, pie-charts and bar-graphs where applicable.

Multiple regression model:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where:

Y = Strategy Implementation in Churches

X1 = Organization Leadership

X2 = Strategy Communication

X3 = Organization Culture

X4 = Organizational Commitment

a = Constant

$\varepsilon$  = Error term

## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION AND INTERPRETATION

#### 4.1 Introduction

This chapter presents the findings of the study. The purpose of this study was to find out the status of strategy implementation in AIC Churches in Nairobi area. A total of 64 respondents were targeted by the study out of which 59 (15 pastors and 44 church elders) responded giving a response rate of 92%. The findings of the study were presented as per the objectives in the following sections.

#### 4.2 General Information of the Respondents

This section presents information on the respondents' gender, marital status, age, designation, highest academic qualification and the duration of service. The findings of the study were as presented in the following sub-sections

##### 4.2.1 Distribution of the Respondents by Gender

The respondents were first asked to indicate their gender. The study found that 74% of the respondents were male while 12% were female. From the findings of the study, it can be said that there are many men than women among the elders and pastors in AIC churches in Nairobi area. The findings of the study were as presented in Table 4.1

**Table 4.1 Distribution of the Respondents by Gender**

Designation	Gender				Total	
	Female		Male		f	%
	f	%	f	%	f	%
Elder	6	10	38	64	44	74
Pastor	1	2	14	24	15	26
	7	12	52	88	59	100

Source: Researcher (2013)

#### 4.2.2: Distribution of the Respondents by Marital Status

In determining the marital status of the respondents, the study found that 96% of the respondents were married while 4% were single. From the findings of the study, it can be concluded that most of the respondents interviewed were married. The findings of the study were as presented in Table 4.2

**Table 4.2: Distribution of the Respondents by Marital Status**

Designation	Marital status				Total	
	Single		Married		f	%
	f	%	f	%		
Elder	1	2	43	73	44	75
Pastor	1	2	14	23	15	25
	2	4	57	96	59	100

Source: Researcher (2013)

#### 4.2.3 Distribution of the Respondents by Age

In establishing the age brackets of the respondents, the findings of the study revealed that 43% of the respondents interviewed were aged between the 36-45 years. It was also found out that 25% of the respondents were aged between 46-55 years and that 19% were aged between 26-35 years. The findings of the study were as presented in Table 4.3 below.

**Table 4.3 Distribution of the Respondents by Age**

Age	Designation				Total	
	Elder		Pastor		f	%
	f	%	f	%		
18-25	3	5	0	0	3	5
26-35	6	10	5	9	11	19
36-45	19	33	6	10	25	43
46-55	13	22	2	3	15	25
Above 55	3	5	2	3	5	8
Total	44	75	15	25	59	100

Source: Researcher (2013)

#### 4.2.4 Distribution of the Respondents by Level of Education

The respondents were asked to indicate their highest level of education. The study found that 32% of the respondents had Bachelors degree. The study also found that 25% had Masters level of education and that 22% had secondary level of education. From the findings of the study, it can be said that most of the respondents interviewed had post secondary level of education and were therefore considered to have knowledge in the implementation of strategies. The findings of the study were presented in Table 4.4.

**Table 4.4 Distribution of the Respondents by Level of Education**

Highest Academic Qualification	Designation				Total	
	Elder		Pastor			
	F	%	f	%	f	%
Secondary	12	20	1	2	13	22
Bachelors Degree	13	22	6	10	19	32
Masters Degree	13	22	2	4	15	26
Diploma	0	0	6	10	6	10
Accountant	6	10	0	0	6	10
Total	44	74	15	26	59	100

**Source: Researcher (2013)**

#### 4.2.5 Duration of service in AIC Church

The respondents were asked to indicate their duration of service as a pastor AIC Church. The study found that 36% of the respondents had served for between 6-10 years. The study also found that 25% had served for more than 15 years, 22% had served for between 10-15 years and 17% of the respondents had served for between 1-5 years. From the findings of the study, it can be said that most of the respondents interviewed had served in AIC church for a duration of more than 5 years hence were considered to be

knowledgeable on the implementation of strategies in their churches. The findings of the study were presented in Table 4.5

**Table 4.5 Duration of service in AIC Church**

Duration of service in AIC	Designation				Total	
	Elder		Pastor		f	%
	f	%	f	%		
1-5 years	6	10	4	7	10	17
6-10 years	19	32	2	4	21	36
10-15 years	9	15	4	7	13	22
More than 15 years	10	17	5	8	15	25
Total	44	74	15	26	59	100

**Source: Researcher (2013)**

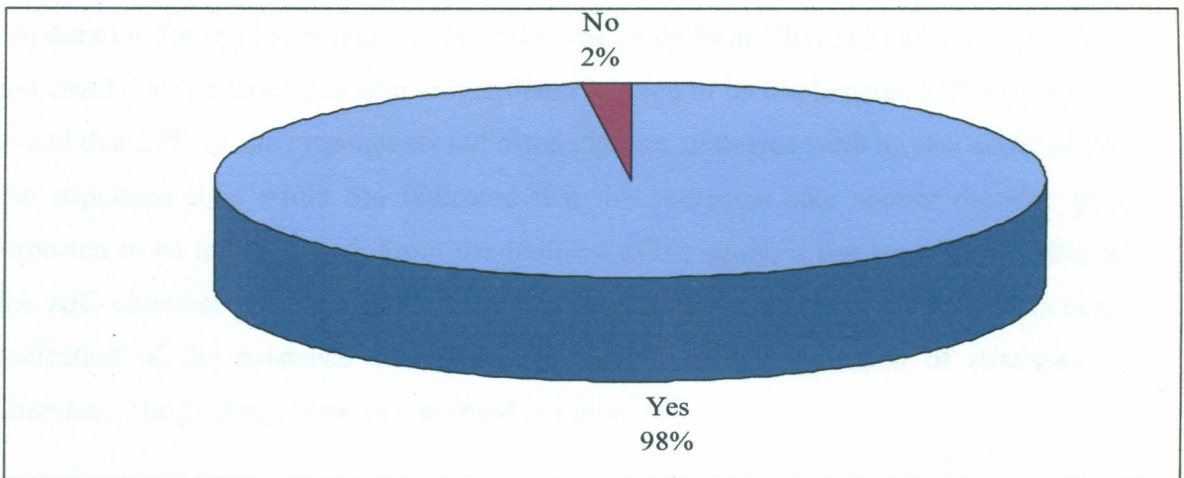
### 4.3 The Current State of Strategy Implementation in AIC Churches

This section presents the findings on the state of strategy implementation in Churches

#### 4.3.1 Organizations come up with strategies to be implemented

The respondents were asked whether their churches come up with strategies to be implemented to improve its performance and achievement of their goals. The study found that 98% of the respondents indicated that their churches formulate strategies to be implemented while 2% indicated that their churches do not have such strategies. From the findings of the study, it can be said that the churches studied formulate and implement strategies which is an indication of the centrality of strategy implementation in the success of organizational goals and objectives. The findings are as presented in Figure 4.1.

**Figure 4.1 Organizations come up with strategies to be implemented**

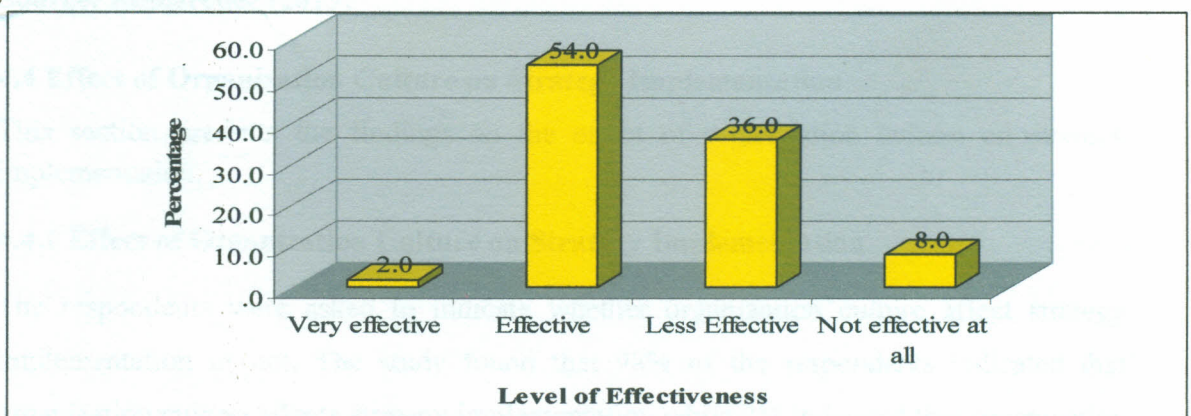


Source: Researcher (2013)

#### 4.3.2 Level of effectiveness of the strategies

The respondents were asked to indicate the level of effectiveness of the strategies. The study found that 54% of the respondents indicated that the strategies are effective. The study also found that 36% of the respondents indicated that the strategies were less effective, 8% indicated that they were not effective at all while 2% indicated that they were very effective. The findings were as presented in Figure 4.2.

**Figure 4.2 Level of effectiveness of the strategy**

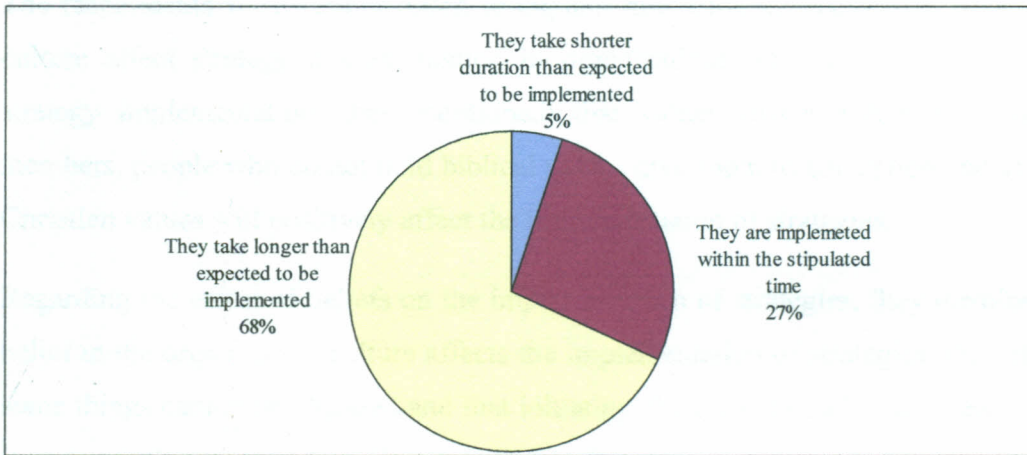


Source: Researcher (2013)

### 4.3.3 Duration for implementing the strategies

On duration for implementing the strategies, the study found that 68% of the respondents indicated that the strategies take longer than expected to be implemented. The study also found that 27% of the respondents indicated that the strategies were implemented within the stipulated time while 5% indicated that the strategies take shorter duration than expected to be implemented. From the findings of the study, it can be said that most of the AIC churches in Nairobi take longer time to implement their strategies. This is an indication of the existence of challenges facing the implementation of strategies in churches. The findings were as presented in Figure 4.3.

**Figure 4.3 Duration for implementing the strategies**



Source: Researcher (2013)

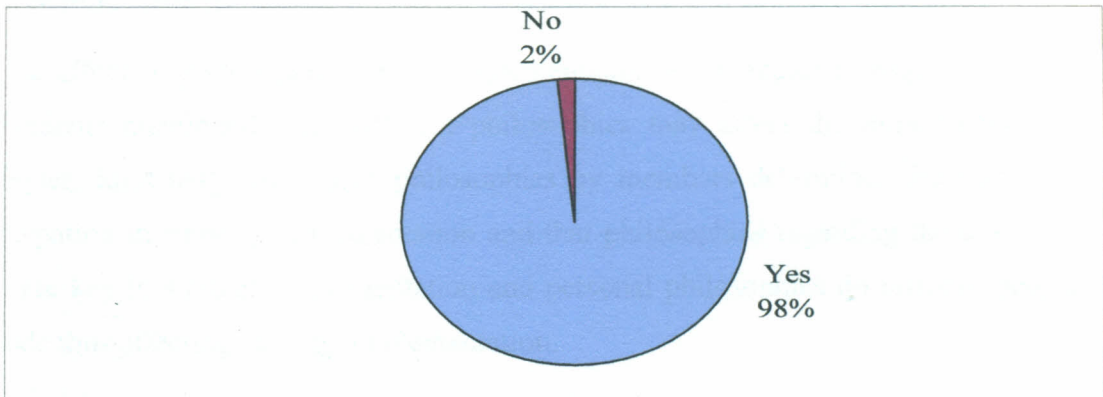
### 4.4 Effect of Organization Culture on Strategy Implementation

This section presents the findings on the effect of organization culture on strategy implementation.

#### 4.4.1 Effect of Organization Culture on Strategy Implementation

The respondents were asked to indicate whether organization culture affect strategy implementation or not. The study found that 98% of the respondents indicated that organization culture affects strategy implementation while 2% indicated that organization culture does not affect strategy implementation in any way. The findings are as shown in Figure 4.4.

**Figure 4.4 Effect of Organization Culture on Strategy Implementation**



**Source: Researcher (2013)**

The respondents were further asked to explain how different aspects of organizational culture affect strategy implementation in organizations. On the effects of values on strategy implementation, they mentioned: that values shapes the actions of church members, people who do not hold biblical values give room to corruption and that strong Christian values will positively affect the implementation of strategies.

Regarding the effect of beliefs on the implementation of strategies, they mentioned that: belief in the organization culture affects the implementation of strategies, the beliefs that some things cannot be changed and that initiating change is ungodly has greatly affected every new strategy and that diverse beliefs pull back strategy implementation and hence the need for good biblical teaching which will transform Christians perspectives.

On the effect of norms of the implementation of strategies in organizations, the respondents mentioned that acceptance of church norms by church members influences their level of involvement in strategy implementation and that those who go against the expectation of the church in terms of the implementation of strategies normally derails the process which affects the implementation of strategies.

Regarding the effect of attitude on the implementation of strategies, the respondents mentioned that: attitudes do shape perception of church members and leaders to either support or work against the strategies being implemented, that the attitude of the leaders towards organization culture determines the implementation of church strategies and that

a holier than thou attitude may put off the need for participation which may affect strategy implementation.

On the effect of philosophies on the implementation of strategies in organizations, the respondents mentioned that: different philosophies may affect the implementation of strategies, knowledge of church philosophies by members determines their degree of participation in strategy implementation and that philosophies regarding the co-workers who are key in strategy implementation and personal philosophies do provoke people's attitude thus affecting strategy implementation.

Finally, on the effect of ideologies on the implementation of strategies, the respondents mentioned that people have different ways of analyzing strategies such as digital verses analogue ideologies which ultimately affect strategy implementation and that Church ideologies as understood by members influences their level of involvement in strategy implementation.

#### **4.4.2 Ways by which Organization Culture affects Strategy Implementation in Churches**

To test on the ways by which organization culture affects strategy implementation, the respondents were given different statements and asked to indicate their level of agreement with each statement. The study found that 64% of the respondents strongly agreed that culture influences individuals' values, norms, beliefs and attitudes which affect strategy implementation. The study also found that 39% of the respondents strongly agreed that culture controls how people in the organization interact and therefore affects their efforts in strategy implementation. The study further found that 54% of the respondents agreed that culture gives members of the organization the ability to develop a collective identity, execution of tasks, communication and decision making which affects strategy implementation.

These findings are supported by Chand (2011) who found that organization culture, particularly in churches and Non-profit organizations, shapes individual morale, teamwork, effectiveness and outcomes. He added that culture-not vision or strategy- is the most powerful factor in any organization. Buul (2010) adds that a fundamental part of

managing strategy implementation process should take account organization culture as a powerful aspect of status quo. The cultural assumptions and values shared by the members of an organization determine the way the employees and managers will understand the organization itself, thereby the adequate way to implement formulated strategies. The findings are as presented in Table 4.6.

**Table 4.6 Ways by which Organization Culture affects Strategy Implementation in Church**

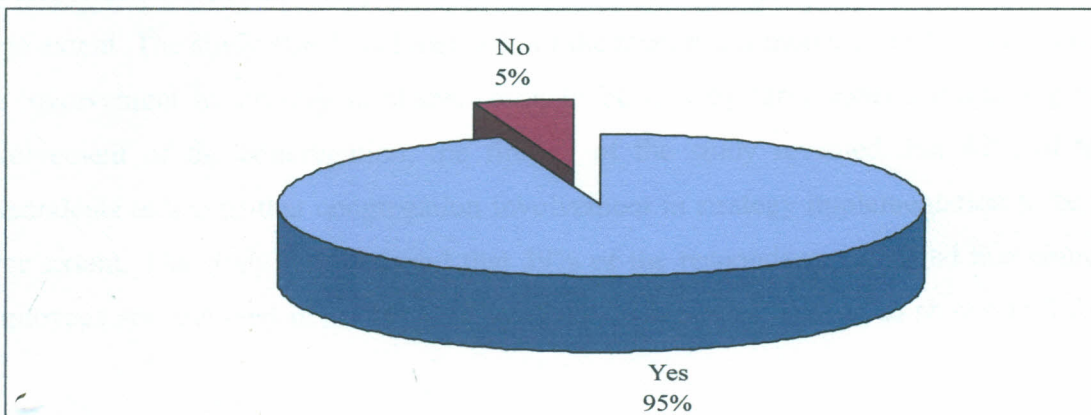
Statement	Strongly Agree		Agree		Neither Agree nor Disagree		Disagree		Strongly Disagree		Total (%)	
	F	%	f	%	f	%	F	%	F	%	f	%
Culture influences individuals values norms beliefs and attitudes which affects strategy implementation	38	64	14	24	3	5.1	3	5	1	2	59	100
Culture controls how people in the organization interact and therefore affects their efforts in strategy implementation	23	39	23	39	5	9	5	9	3	5	59	100
Culture gives members of the organization the ability to develop a collective identity, execution of tasks, communication and decision making which affects strategy implementation	12	20	32	54	10	17	5	9	0	0	59	100
Organization culture determines how quickly or how readily the people can adapt to the new demands that deployment of strategy may make on them	12	20	27	46	10	17	7	12	3	5	59	100
Culture helps in aligning individual aspiration with the strategic goals of the organization through judiciously designed reward schemes and monetary incentives	12	20	19	32	13	22	5	8.5	10	17	59	100

Source: Researcher (2013)

#### 4.5 Effect of Leadership on Strategy Implementation

The respondents were asked to indicate whether leadership affects strategy implementation. The study found that 95% of the respondents indicated that leadership affects strategy implementation while 5% of the respondent indicated that leadership does not affect strategy implementation. The findings are in line with that of a study done by Anyango (2007) on the challenges facing strategy implementation in selected organizations in Kenya where she found that senior management leadership style affected strategy implementation to very great extent. According to Beer and Eisenstat (2000), lack of leadership, and specifically strategic leadership by the top management of the organization, has been identified as one of the major barriers to effective strategy implementation. The findings are as presented in Figure 4.5.

**Figure 4.5 Effect of Leadership on Strategy Implementation**



**Source: Researcher (2013)**

Asked to explain their answers, they mentioned that the competence, knowledge and experience of church leadership has great effect in strategy implementation and that qualified leaders give good leadership in implementation of strategies.

The respondents were further asked to explain how different aspects of leadership affect strategy implementation in Churches. On the effect of educational qualifications, the respondents mentioned that: education level may affect the level of understanding and capacity especially on financial issues and that opinions and judgments of the elite is very sound as opposed to the illiterates.

On the effect of experience on the implementation of strategies, the respondents mentioned that those who have experience on the implementation of strategies may successfully implement the strategies compared to those without experience and that the longer of experience in strategy implementation the higher the success.

Finally, on the effect of skills, the respondents mentioned that the level of skills and relevance, the higher the chances of success in strategy implementation and that lack of skills in relation to handling people and passing information may hamper strategy implementation in churches.

#### 4.5.1 Involvement of Church members in strategy implementation

The respondents were asked to indicate the extent to which different members of AIC churches were involved in the implementation of strategies. The study found that 47% of the respondents indicated that pastors were involved in strategy implementation to a very large extent. The study also found that 44% of the respondent indicated that church elders are involvement in strategy implementation to be in very large extent. Regarding the involvement of the congregation, the finding of the study revealed that 49% of the respondents indicated that congregation involvement in strategy implementation to be in large extent. The study finally found that 39% of the respondents indicated that church employees are involved in strategy implementation to a small extent as shown in Table 4.7.

**Table 4.7: The Extent of People involvement in strategy implementation**

Statement	Very large extent		Large extent		Neutral extent		Small extent		No extent at all		Total (%)	
	F	%	f	%	f	%	F	%	F	%	f	%
Pastors	28	47	24	41	4	7	2	3	1	2	59	100
Local church council members	26	44	24	41	3	5	6	10	0	0	59	100
Congregation	8	14	29	49	10	17	12	20	0	0	59	100
Employees in the church	5	9	13	22	10	17	23	39	8	14	59	100

Source: Researcher (2013)

#### **4.5.2 Effect of Leadership of churches on Strategy Implementation**

Regarding the effect of leadership of church on strategy implementation, the study found that 76% of the respondents strongly agreed that ineffective leadership hinders strategy implementation. The study also found that 68% of the respondents strongly agreed that effectiveness of strategy implementation is affected by the quality of people involved in the process. The study also found that 58% of the respondents strongly agreed that total involvement of the leaders during strategy implementation enhances the success of strategy implementation. It was finally found that 64% of the respondents strongly agreed that top managers play critical role in strategy implementation. These findings are supported by the findings of a study done by Strickland et al. (2008) who pointed out that a good strategy implementation requires a team effort and that all managers have strategy-execution responsibility in their areas of authority, and all employees are participants in the strategy execution process. In this case, strategy implementation in the church requires team effort of the pastors, the elders and the people who heads various ministries in the church. The employees in the church are also incorporated and their cooperation is vital for the success of the strategy implementation. The findings of the study were as shown in Table 4.8.

**Table 4.8 Effect of Leadership of churches on Strategy Implementation**

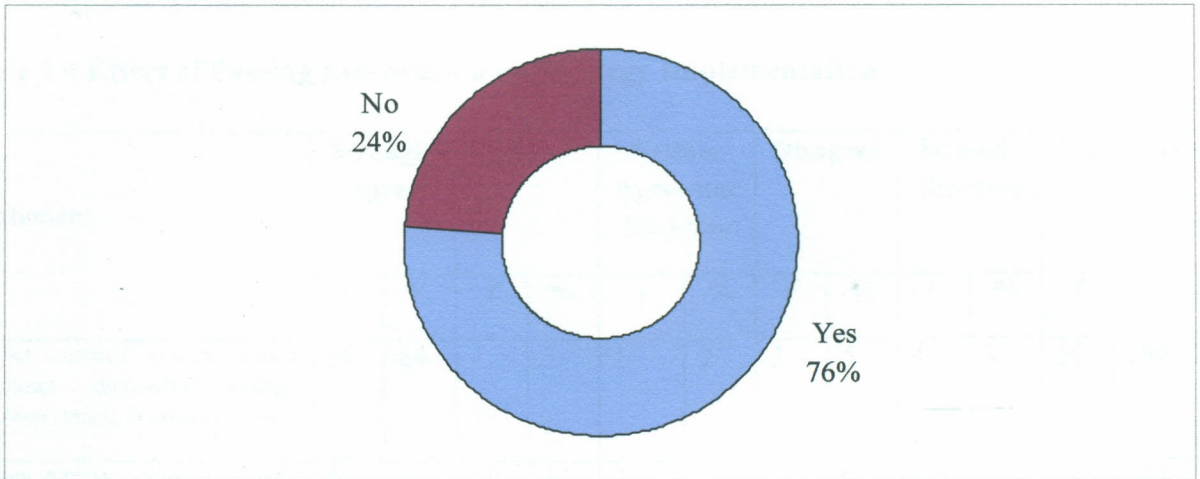
Statement	Strongly Agree		Agree		Neither Agree nor Disagree		Disagree		Strongly Disagree		Total (%)	
	F	%	f	%	f	%	F	%	F	%	f	%
Ineffective leadership hinders strategy implementation	45	76	10	17	3	5	0	0	1	2	59	100
Effectiveness of strategy implementation is affected by the quality of people involved in the process	40	68	12	20	3	5	0	0	4	7	59	100
Total involvement of the leaders during strategy implementation enhances the success of strategy implementation	34	58	16	27	1	2	7	12	1	2	59	100
The process of interaction and participation among the leadership typically leads to greater commitment to strategies implementation	17	29	30	51	8	14	4	7	0	0	59	100
Individual characteristics of the leaders influences the effectiveness of strategy implementation	10	17	34	58	7	12	4	7	4	7	59	100
Top managers play critical role in strategy implementation	38	64	13	22	4	0	0	4	7	7	59	100

**Source: Researcher (2013)**

**4.6 Effect of Communication on Strategy Implementation**

The respondents were asked to indicate whether communication affects strategy implementation. The study found that 76 % of the respondents indicated that communication affects strategy implementation while 24% indicated that it does not affect strategy implementation. These findings are supported by findings of Peng and Littljohn (2001) who found that effective communication is the key requirement for effective strategy implementation. They added that organization communication plays an important role in training, knowledge dissemination and learning during the process of strategy implementation. The findings are as presented in Figure 4.6.

**Figure 4.6 Effect of Communication on Strategy Implementation**



**Source: Researcher (2013)**

#### **4.6.1 Effect of Passing Information on Strategy Implementation**

To test on the effect of communication on strategy implementation, the respondents were asked to indicate their level of agreement with different statements on the effect of communication on strategy implementation. The study found that 84% of the respondents strongly agreed that proper strategy communication promotes successful strategy implementation in organizations. The study also found that 61% of the respondents strongly agreed that communication helps to clearly explain what new responsibilities tasks and duties needed to be performed by different people. It was also revealed that 64% of the respondents strongly agreed that poor or ineffective communication could negatively affect the strategy implementation.

Rapert, Velliquette and Garretson (2002) found that organizations where employees have easy access to management through open and supportive communication climates tend to outperform those with more restrictive communication environments. Likewise, the findings of Peng and Litteljohn (2001) show that effective communication is the key requirement for effective strategy implementation. To them, organization communication plays an important role in training, knowledge dissemination and learning during the process of strategy implementation. In fact, communication is pervasive in every aspect of strategy implementation, as it relates in a complex way to organizing processes,

organizational context and implementation objectives which, in turn, have an effect on the process of implementation. The findings are as shown in Table 4.9

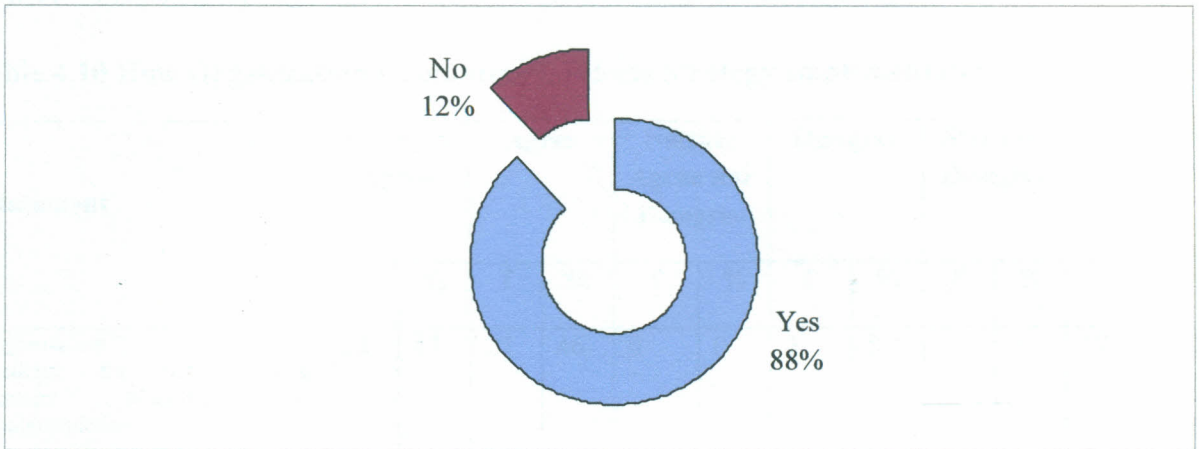
**Table 4.9 Effect of Passing Information on Strategy Implementation**

Statement	Strongly Agree		Agree		Neither Agree nor Disagree		Disagree		Strongly Disagree		Total (%)	
	F	%	f	%	f	%	F	%	F	%	f	%
Proper strategy communication promotes successful strategy implementation in organizations	50	84	4	7	1	2	3	5	1	2	59	100
Communication helps to clearly explain what new responsibilities tasks and duties needed to be performed by different people	36	61	19	32	3	5	0	0	1	2	59	100
Organization communication plays an important role in training knowledge dissemination and learning	34	58	21	35	3	5	0	0	1	2	59	100
Poor or ineffective communication could negatively affect the strategy implementation	38	64	16	27	0	0	1	2	4	7	59	100
Frequent communication enhances strategic consensus	30	51	27	45	1	2	0	0	1	2	59	100

#### 4.7 Effect of Organization Commitment on Strategy Implementation

The respondents were asked to indicate whether organization commitment affects strategy implementation. The study found that 88% of the respondents indicated that organization commitment affects strategy implementation while 12% of the respondent disagreed. From the findings of the study, it can be said that organization commitment affects strategy implementation in organizations. The findings are as presented in Figure 4.7.

**Figure 4.7 Effect of Organization Commitment on Strategy Implementation**



**Source: Researcher (2013)**

Asked to briefly explain their answers, they mentioned that non committed members of the organization will bring down the whole system of implementation and that the level of commitment of members of the organization will affect the implementation negatively/positively.

#### **4.7.1 How Organization Commitment affects Strategy Implementation**

Regarding the effect of organization commitment on strategy implementation, the study found that 64% of the respondents strongly agreed that lack of organization commitment negatively affects strategic implementation. The study also found that 62% of the respondents strongly agreed that increased commitment enables more rapid strategy implementation. The study further found that 47% of the respondents strongly agreed that organization commitment mediates the link between strategy planning and implementation. It was finally found that 48% of the respondents strongly agreed that frequent communication up and down in organization enhances strategic consensus. These findings are supported by Heracleous (2000) who found that strategy implementation efforts may fail if the strategy does not enjoy support and commitment by the majority of employees and middle management. This may be the case if members of the organization were not consulted during the development phase (Heracleous, 2000).

Alexander (1985) found that obtaining employee commitment and involvement can promote successful strategy implementation. The findings are as presented in Table 4.10.

**Table 4.10 How Organization Commitment affects Strategy Implementation**

Statement	Strongly Agree		Agree		Neither Agree nor Disagree		Disagree		Strongly Disagree		Total (%)	
	F	%	f	%	f	%	F	%	F	%	f	%
Organization commitment mediates the link between strategy planning and implementation	28	47	27	46	0	0	3	5	1	2	59	100
Increased commitment enables more rapid strategy implementation	37	62	13	22	5	9	0	0	4	7	59	100
Organization commitment affects the willingness to disburse effort and resources to implement strategies	16	27	24	41	11	19	6	10	2	3	59	100
Lack of organization commitment negatively affects strategic implementation	38	64	13	22	0	0	3	5	5	9	59	100
Frequent communication up and down in organization enhances strategic consensus	28	48	18	30	8	14	3	5	2	3	59	100

Source: Researcher (2013)

#### 4.8 Correlation Analysis

Correlation analysis was done to test on the relationship between the variables of the study. Table 4.11 shows the findings of the correlation analysis.

**Table 4.11: Pearson's Moment Correlation**

		Strategy implementation in Churches	Organization leadership	Strategy communication	Organization culture	Organization commitment
Strategy implementation in Churches	Pearson Correlation	1	.371*	.448*	.571**	-.188
	Sig. (2-tailed)		.043	.013	.001	.321
	N	59	59	59	59	59
Organization leadership	Pearson Correlation	.371*	1	.201	.124	.267
	Sig. (2-tailed)	.043		.287	.515	.154
	N	59	59	59	59	59
Strategy communication	Pearson Correlation	.448*	.201	1	.336	.279
	Sig. (2-tailed)	.013	.287		.070	.135
	N	59	59	59	59	59
Organization culture	Pearson Correlation	.571**	.124	.336	1	.174
	Sig. (2-tailed)	.001	.515	.070		.358
	N	59	59	59	59	59
Organization commitment	Pearson Correlation	.188	.267	.279	.174	1
	Sig. (2-tailed)	.321	.154	.135	.358	
	N	59	59	59	59	59
*. Correlation is significant at the 0.05 level (2-tailed).						
**. Correlation is significant at the 0.01 level (2-tailed).						

Source: Researcher (2013)

The results of the correlation analysis on Table 4.11 shows that strategy implementation in Churches is positively related with the organization leadership with a Pearson's Correlation Coefficient of  $r = 0.371$  and that at a level of significance of 0.043, it is statistically significant at  $p$  value less than 0.05. The results also show that there is a positive correlation between the strategy implementation in Churches and strategy communication with a Pearson's Correlation Coefficient of  $r = 0.448$  and a level of significance of 0.013 (statistically significance). The results also show that strategy implementation in Churches have a positive relation with organization culture with a Pearson's Correlation Coefficient of 0.571 and 0.001 level of significance. Finally, the results also show that strategy implementation in Churches have a positive relation with organization commitment with a Pearson's Correlation Coefficient of 0.188 and 0.040 level of significance. The significance values tell us that the probability of the correlation being a fluke is very low; hence the study can have confidence that the relationship between the variables is genuine.

#### 4.9 Multiple Regression Analysis Results

Multiple regression analysis was done to test on the relationship between the variables of the study. The relationship between strategy implementation in Churches and the independent variables such as: organization commitment, organization culture, organization leadership and strategy communication. Multiple regression model presented below was used to test on the relationship between the variables of the study:

$$Y_{it} = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5 + e$$

Where:

Y = Strategy Implementation in Churches

X1 = Organization Leadership

X2 = Strategy Communication

X3 = Organization Culture

X4 = Organizational Commitment

a = Constant

$\epsilon$  = Error term

**Table 4.12 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.738a	.745	.472	.133
a. Predictors: (Constant), Organization commitment, Organization culture, Organization leadership, Strategy communication				

**Source: Researcher (2013)**

The R Squared on Table 4.12 shows that the independent variables including: organization commitment, organization culture, organization leadership and strategy communication explain 74.5 percent of the variance in strategy implementation in Churches. Adjusted R squared attempts to correct R squared to more closely reflect the goodness of fit of the model. Use of R Squared helps in determining the model of best fit. The results suggest that all the variables in this model are significant determinants of strategy implementation in Churches (at the 95 percent confidence level).

**Table 4.13 ANOVA (b)**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.527	4	.132	7.485	.000a
	Residual	.440	25	.018		
	Total	.967	29			
b. Dependent Variable: Strategy implementation in Churches						

**Source: Researcher (2013)**

The regression results show that the significance value (*p-value*) of F statistics is less than 0.05 (it is actually 0.000). This implies that the independent variables (organization commitment, organization culture, organization leadership and strategy communication) explain the variation in the dependent variable (strategy implementation in Churches).

**Table 4.14 Coefficients (a)**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.635	.118		5.403	.000
	Organization leadership	.102	.043	.341	2.390	.025
	Strategy communication	.094	.042	.347	2.250	.034
	Organization culture	.103	.044	.358	2.364	.026
	Organization commitment	.071	.034	.313	2.059	.040

a. Dependent Variable: Strategy implementation in Churches

**Source: Researcher (2013)**

The regression model is written as: Strategy implementation in Churches = 0.635 + 0.102\* Organization leadership + 0.094\* Strategy communication + 0.103\* Organization culture + 0.071\* Organization commitment

The Beta Coefficients in the regression show that organization commitment, organization culture, organization leadership and strategy communication has positive relationship with strategy implementation in Churches.

#### 4.9.1 The implication of Beta Coefficient

Constant = 0.635, when the value of independent variables are zero, strategy implementation in Churches would change by 0.635.

$X_1 = 0.102$ ; one unit increase in Organization leadership results in 0.102 units increase in the strategy implementation in Churches.

$X_2 = 0.094$ ; one unit increase in Strategy communication would result to in 0.094 units increase in strategy implementation in Churches.

$X_3 = 0.103$ ; one unit increase in Organization culture results in 0.103 units increase in strategy implementation in Churches.

$X_4 = 0.071$ ; one unit increase in Organization commitment results in 0.071 units increase in strategy implementation in Churches.

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Introduction

This chapter presented summary of key research data findings, conclusion and recommendation of the study. The General objective of the study was to find out the status of strategy implementation in AIC Churches in Nairobi area.

#### 5.2 Summary of Findings

On the status of strategy implementation in organization, the study found that 98% of the respondents indicated that their churches formulate strategies to be implemented while 2% indicated that their churches do not have such strategies. The study also found that 54% of the respondents indicated that the strategies are less effective. Regarding the duration for the implementation of strategies, the study found that 68% of the respondents indicated that the strategies take longer than expected to be implemented which was an indication of the existence of challenges facing the implementation of strategies in churches.

On the effect of organization culture on strategy implementation, the study found that 98% of the respondents indicated that organization culture affects strategy implementation. It was also revealed that 64% of the respondents strongly agreed with the statement that culture influences individuals' values, norms, beliefs and attitudes which affect strategy implementation and that 39% of the respondents strongly agreed that culture controls how people in the organization interact and therefore affects their efforts in strategy implementation. Other explanation for the effect of organization culture on strategy implementation were that that values shapes the actions of church members, people who do not hold biblical values give room to corruption and that strong Christian values will positively affect the implementation of strategies.

Regarding the effect of leadership on strategy implementation, the study found that 95% of the respondents indicated that leadership affects strategy implementation. This they explained by the fact that competence, knowledge and experience of church leadership has great effect in strategy implementation and that qualified leaders give good leadership

in implementation of strategies. The study also found that 76% of the respondents strongly agreed that ineffective leadership hinders strategy implementation and that 68% of the respondents strongly agreed that effectiveness of strategy implementation is affected by the quality of people involved in the process.

On the effect of communication on the implementation of strategies, the study found that 76% of the respondents indicated that communication affects strategy implementation. The study also found that 84% of the respondents strongly agreed that proper strategy communication promotes successful strategy implementation in organizations and that 61% of the respondents strongly agreed that communication helps to clearly explain what new responsibilities tasks and duties needed to be performed by different people.

Finally, the study found that organization commitment affects strategy implementation as indicated by 88% of the respondents. This was explained by the fact that non committed members of the organization will bring down the whole system of implementation and that the level of commitment of members of the organization will affect the implementation negatively/positively. The study also found that 62% of the respondents strongly agreed that increased commitment enables more rapid strategy implementation and that 47% of the respondents strongly agreed that organization commitment mediates the link between strategy planning and implementation.

The results of from the correlation and regression analysis showed that the study variables such as: organization culture, organization leadership, strategy communication and organization commitment significantly affect strategy implementation in churches

### **5.3 Conclusions**

From the findings of the study, it was concluded that there is strategy implementation in AIC churches in Nairobi area. The study also concludes that organization culture, leadership, strategy communication and organization commitment affect strategy implementation in AIC churches in Nairobi area.

## **5.4 Recommendations**

The following are the recommendations of the study:

Churches leadership should involve everyone in the churches in the implementation of strategies in churches. This can be done by involving them from the formulation stage to help them understand the need for the strategies and in the implementation so that they can also contribute in the execution of strategies. This will improve the implementation of strategies in AIC Churches in Nairobi area.

Leadership of the church especially those charged with the duty of ensuring that strategies are implemented should have the right qualification, skill and the capacities to oversee the implementation of strategies.

Those in charge of the implementation of strategies should ensure that the strategies are communicated to all members of the church. This will improve participation and contribution of the members towards the implementation of the strategies thus ensuring effective strategy implementation in Churches

The leadership of the church should be committed to ensuring that the formulated strategies are implemented. This can be done through dedication, contribution and participation in the strategy implementation in churches. Corruption should be avoided at all costs. This contribution and commitment will seen the implementation of strategies in AIC Churches in Nairobi area.

## **5.5 Recommendations for Further Research**

This study was carried out in AIC Churches in Nairobi area. The study was aimed at findings the determinants of effective strategy implementation in AIC Churches in Nairobi Area. The researcher therefore recommends that another study be done in other AIC churches in other regions in Kenya to find out the challenges facing strategy implementation in Churches which was not the concern of this study.

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## APPENDICES

### APPENDIX I: COVER LETTER

June, 2013

Dear Madam/Sir,

#### **RE: REQUEST FOR DATA**

I am a post graduate student pursuing a Master Degree at Kenyatta University. I am required to submit as part of my research work assessment, a project on “**DETERMINANTS OF EFFECTIVE STRATEGY IMPLEMENTATION IN AIC CHURCHES IN KENYA: A STUDY OF AIC CHURCHES IN NAIROBI AREA**”. To achieve this, your church has been selected to participate in the study. I kindly request you to fill the attached questionnaire to generate data required for this study. This information will be used purely for academic purposes and will be treated in confidence and will not be used for publicity. Neither your name nor the name of your institution will be mentioned in the report.

Your assistance and cooperation will be highly appreciated.

Thank you in advance.

Yours faithfully,



Rev. Joshua Nzau Kimuyu

Researcher

Kenyatta University

**APPENDIX II: QUESTIONNAIRES FOR MEMBERS OF THE LOCAL  
CHURCH COUNCIL**

**SECTION A: GENERAL INFORMATION OF THE RESPONDENT**

1. Gender: Female  Male
2. Marital status Single  Married
3. Age Bracket 18-25 Years  26-35 Years  36-45 Years   
46-55 Years  Above 55 Years
4. Designation/Position \_\_\_\_\_
5. Highest academic qualification Primary  Secondary   
Bachelors Degree  Masters Degree   
Any other (please specify) \_\_\_\_\_
6. How long have you served in your current position in AIC Church  
1-5 Years  6-10 Years   
10-15 years  More than 15 years

**SECTION B: STATUS OF STRATEGY IMPLEMENTATION IN AIC  
CHURCHES IN NAIROBI AREA**

7. Does your Church come up with strategies which are implemented in the organization to improve its performance and achievement of its goals?  
Yes  No
8. If your answer to question 7 above is yes, please indicate the level of effectiveness of the strategies in your organization?

Very effective [ ]

Effective [ ]

Less effective [ ]

Not effective at all [ ]

9. In terms of duration for implementing the strategies, how long do the strategies take to take?

They take shorter duration than expected to be implemented [ ]

They are implemented within the stipulated time [ ]

They take longer than expected to be implemented [ ]

**SECTION C: EFFECT OF ORGANIZATION CULTURE ON STRATEGY IMPLEMENTATION**

10. Does your organization culture affect strategy implementation in your church?

Yes [ ] No [ ]

11. The following are some aspects of organization culture perceived to affect the implementation of strategies in churches. Please indicate how each of the aspects has affected strategy implementation in your church?

a) i) Values: \_\_\_\_\_

\_\_\_\_\_

ii) Beliefs: \_\_\_\_\_

\_\_\_\_\_

iii) Norms \_\_\_\_\_

\_\_\_\_\_

iv) Attitudes: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

v)  
 Philosophies: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

vi)  
 Ideologies: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

b) What are other aspects of organization culture and how do they affect strategy implementation in churches? \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

12. The following are some statements on the ways by which organizational culture affects strategy implementation in churches. Please indicate the level of your agreement with each statement with regard to your church?   **1- Strongly Agree    2- Agree**

**3-Neither Agree nor Disagree      4- Disagree      5- Totally disagree**

Statements	1	2	3	4	5
Culture influences individuals' values, norms, beliefs and attitudes which affects strategy implementation					
Culture controls how people in the organization interact and therefore affects their efforts in strategy implementation					
Culture gives members of the organization the ability to develop a collective identity, execution of tasks, communication and decision making which affects strategy					

implementation					
Organization culture determines how quickly or how readily the people can adapt to the new demands that deployment of strategy may make on them					
Culture helps in aligning individual aspiration with the strategic goals of the organization through judiciously designed reward schemes and monetary incentives.					

13. What are other ways in which organization culture affects strategy implementation? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**SECTION D: EFFECT OF LEADERSHIP ON STRATEGY IMPLEMENTATION**

14. Do you think leadership affect strategy implementation in churches in any way?

Yes [ ] No [ ]

Briefly explain your answer? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

15. The following are some of the perceived aspects of leadership which affects strategy implementation in churches. Please explain how each has affected strategy implementation in your church?

Academic qualifications: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Experience: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Skills: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

16. The following are the people involved in strategy implementation in organizations. Please indicate the extent to which each category is involved in strategy implementation?

- 1- Very large extent      2- Large extent      3 Neutral extent**  
**4- Small extent      5- No extent at all**

Category of people	1	2	3	4	5
Pastors					
Local church council members (elders)					
Congregation					
Employees in the church					

17. The following are some statements on how the leadership of churches affects strategy implementation. Please indicate the level of your agreement with each statement on the effect of management on strategy implementation in your church. **1- Strongly Agree**

- 2- Agree      3-Undecided      4- Disagree      5- Strongly Disagree**

Statement	1	2	3	4	5
Ineffective leadership hinders strategy implementation					
Effectiveness of strategy implementation is affected by the quality of people involved in the process					
Total involvement of the leaders during strategy					

implementation affects the success of strategy implementation					
The process of interaction and participation among the leadership typically leads to greater commitment to strategies implementation					
Individual characteristics of the leaders influences the effectiveness of strategy implementation					
Top managers play critical role in strategy implementation in organizations					

18. What are other ways by which organization management affects strategy implementation? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**SECTION E: EFFECT OF COMMUNICATION ON STRATEGY IMPLEMENTATION**

19. Is the information with regard to particular strategy well communicated to those to be involved in its implementation in your organization? Yes [ ] No [ ]

20. Considering the passing of information with regard to particular strategy implementation, please indicate the level of your agreement with the following statements on the effect of communication in strategy implementation in your organization?

**1- Strongly Agree                      2- Agree                      3-Neither Agree nor Disagree**

**4- Disagree                      5- Strongly Disagree**

Statements	1	2	3	4	5
Proper strategy communication promotes successful strategy implementation in organizations					
Communication helps to clearly explain what new responsibilities, tasks, and duties need to be performed by different people in the organization towards strategy implementation					
Organizational communication plays an important role in training, knowledge dissemination and learning during the process of strategy implementation					
Poor or ineffective communication could negatively affect the strategy implementation					
Frequent communication enhances strategic consensus through the fostering of shared attitudes and values					

21. What are other ways by which strategy communication affects its implementation in organizations? \_\_\_\_\_  
 \_\_\_\_\_

**SECTION F: EFFECT OF ORGANIZATION COMMITMENT ON STRATEGY IMPLEMENTATION**

22. Does organization commitment affect strategy implementation in your church

Yes [ ]                      No [ ]

Briefly explain your answer \_\_\_\_\_  
 \_\_\_\_\_

23. The following are some statements on how the organization commitment affects strategy implementation. Please indicate the level of your agreement with each statement on the effect of organization commitment on strategy implementation in your church.

Statements	1	2	3	4	5
Organization commitment mediates the link between strategy planning and implementation					
Increased commitment enables more rapid strategy implementation					
Organization commitment affects the willingness to disburse effort and resources to implement strategies					
Lack of organization commitment negatively affects strategic implementation.					
Frequent communication up and down in organization enhances strategic consensus through the fostering of shared attitudes and values					

14. What would you recommend to be done by the management AIC to ensure successful strategy implementation in the church?

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**Thank you for your time and cooperation. God bless you**

### APPENDIX III: QUESTIONNAIRES FOR PASTORS

#### SECTION A: GENERAL INFORMATION OF THE RESPONDENT

1. Gender: Female  Male
2. Marital status Single  Married
3. Age Bracket 18-25 Years  26-35 Years  36-45 Years   
46-55 Years  Above 55 Years
4. Designation/position \_\_\_\_\_
5. Highest academic qualification Primary  Secondary   
Bachelors Degree  Masters Degree   
Any other (please specify) \_\_\_\_\_
6. How long have you served as a pastor AIC Church?
- 1-5 Years  6-10 Years   
10-15 years  More than 15 years

#### SECTION B: STATUS OF STRATEGY IMPLEMENTATION IN AIC CHURCHES IN NAIROBI AREA

7. Does your organization come up with strategies which are implemented in the organization to improve its performance and achievement of its goals?
- Yes  No
8. If your answer to question 7 above is yes, please indicate the level of effectiveness of the strategies in your organization?
- Very effective  Effective   
Less effective  Not effective at all

9. In terms of duration for implementing the strategies, how long do the strategies take to take?

They take shorter duration than expected to be implemented [ ]

They are implemented within the stipulated time [ ]

They take longer than expected to be implemented [ ]

**SECTION C: EFFECT OF ORGANIZATION CULTURE ON STRATEGY IMPLEMENTATION**

10. Does your organization culture affect strategy implementation in your church?

Yes [ ] No [ ]

11. The following are some aspects of organization culture perceived to affect the implementation of strategies in churches. Please indicate how each of the aspects has affected strategy implementation in your church?

a) i) Values: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

ii) Beliefs: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

iii) Norms \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

iv) Attitudes: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

v) Philosophies: \_\_\_\_\_

\_\_\_\_\_

vi) Ideologies: \_\_\_\_\_

\_\_\_\_\_

b) What are other aspects of organization culture and how do they affect strategy implementation in churches? \_\_\_\_\_

\_\_\_\_\_

12. The following are some statements on the ways by which organizational culture affects strategy implementation in churches. Please indicate the level of your agreement with each statement with regard to your church? **1- Strongly Agree** **2-**

**Agree 3-Neither Agree nor Disagree** **4- Disagree** **5- Totally disagree**

Statements	1	2	3	4	5
Culture influences individuals' values, norms, beliefs and attitudes which affects strategy implementation					
Culture controls how people in the organization interact and therefore affects their efforts in strategy implementation					
Culture gives members of the organization the ability to develop a collective identity, execution of tasks, communication and decision making which affects strategy implementation					
Organization culture determines how quickly or how readily the people can adapt to the new demands that deployment of strategy may make on them					
Culture helps in aligning individual aspiration with the strategic goals of the organization through judiciously designed reward schemes and monetary incentives.					

13. What are other ways in which organization culture affects strategy implementation? \_\_\_\_\_

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**SECTION D: EFFECT OF LEADERSHIP ON STRATEGY IMPLEMENTATION**

14. Do you think leadership affect strategy implementation churches in any way?

Yes [ ] No [ ]

Briefly explain your answer? \_\_\_\_\_

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15. The following are some aspects of the perceived leadership aspects which affects strategy implementation in churches. Please explain how each has affected strategy implementation in your church?

Academic qualifications: \_\_\_\_\_

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Experience: \_\_\_\_\_

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Skills: \_\_\_\_\_

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16. The following are the people involved in strategy implementation in organizations. Please indicate the extent to which each category is involved in strategy implementation?

- 1- Very large extent                      2- Large extent                      3 Neutral extent  
 4- Small extent                              5- No extent at all

Category of people	1	2	3	4	5
Pastors					
Local church council members (elders)					
Congregation					
Employees in the church					

17. The following are some statements on how the leadership of churches affects strategy implementation. Please indicate the level of your agreement with each statement on the effect of management on strategy implementation in your church.

- 1- Strongly Agree                              2- Agree                              3-Undecided  
 4- Disagree                                      5- Strongly Disagree

Statement	1	2	3	4	5
Ineffective leadership hinders strategy implementation					
Effectiveness of strategy implementation is affected by the quality of people involved in the process					
Involvement of the leaders during strategy implementation enhances the success of strategy implementation					

The process of interaction and participation among the leadership typically leads to greater commitment to strategies implementation					
Individual characteristics of the leaders influences the effectiveness of strategy implementation					
Top managers play critical role in strategy implementation in organizations					

18. What are other ways by which organization management affects strategy implementation? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**SECTION E: EFFECT OF COMMUNICATION ON STRATEGY IMPLEMENTATION**

19. Is the information with regard to particular strategy well communicated to those to be involved in its implementation in your organization? Yes [ ] No [ ]

20. Considering the passing of information with regard to particular strategy implementation, please indicate the level of your agreement with the following statements on the effect of communication in strategy implementation in your organization?

- 1- Strongly Agree                      2- Agree                      3- Neither Agree nor Disagree
- 4- Disagree                      5- Strongly Disagree

Statements	1	2	3	4	5
Proper strategy communication promotes successful strategy implementation in organizations					
Communication helps to clearly explain what new responsibilities, tasks, and duties need to be performed by different people in the organization towards strategy implementation					
Organizational communication plays an important role in training, knowledge dissemination and learning during the process of strategy implementation					
Poor or ineffective communication could negatively affect the strategy implementation					
Frequent communication enhances strategic consensus through the fostering of shared attitudes and values					

21. What are other ways by which strategy communication affects its implementation in organizations? \_\_\_\_\_

**SECTION F: EFFECT OF ORGANIZATION COMMITMENT ON STRATEGY IMPLEMENTATION**

22. Does organization commitment affect strategy implementation in your church

Yes [ ]                      No [ ]

23. Briefly explain your answer \_\_\_\_\_

24. The following are some statements on how the organization commitment affect strategy implementation. Please indicate the level of your agreement with each statement on the effect of organization commitment on strategy implementation in your church.

Statements	1	2	3	4	5
Organization commitment mediates the link between strategy planning and implementation					
Increased commitment enables more rapid strategy implementation					
Organization commitment affects the willingness to disburse effort and resources to implement strategies					
Lack of organization commitment negatively affects strategic implementation.					
Frequent communication up and down in organization enhances strategic consensus through the fostering of shared attitudes and values					

25. What would you recommend to be done by the management AIC to ensure successful strategy implementation in the church?

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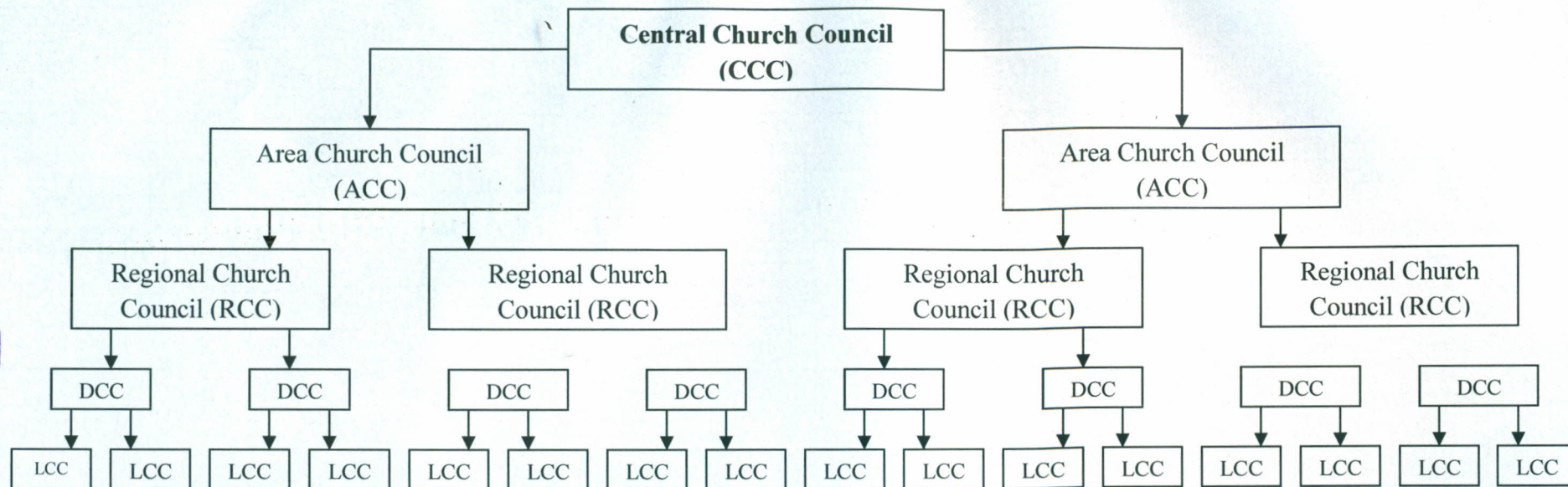
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**Thank you for your time and cooperation. God bless you**

## APPENDIX IV: ORGANIZATION STRUCTURE OF AIC CHURCHES



Source: [www.aickenya.org](http://www.aickenya.org). Accessed 31 August 2013

**Key:**

CCC - Central Church Council

ACC - Area Church Council

RCC - Regional Church Council

DCC – District Church Council

LCC – Local Church Council