Influence of Internal Factors on Strategy Implementation in the Ministry of Land and Physical Planning, Kenya

VISION   STRATEGY   RESEARCH

Influence of Internal Factors on Strategy Implementation in the Ministry of Land and Physical Planning, Kenya

iD [1]Juliet Waithira Ndungu, [2]Dr. Edward Owino

[1,2]College of Human Resource and Development, Jomo Kenyatta University of Agriculture and Technology

ABSTRACT

Purpose: The current study sought to unveil the influence of internal factors on implementation of strategies in the Ministry of Lands and Physical Planning in Kenya. The study centered on specifically establishing the influence of organization structure, organization leadership, organization culture and organization resources on strategy implementation in the Ministry of Lands in and Physical Planning in Kenya. The study was anchored on Contingency Theory, Path-Goal Leadership theory, Schein's Theory of Organization Culture and Resource Based View Theory.

Methodology: The study employed a descriptive research design and targeted the Ministry of Lands and Physical Planning. The unit of observation of comprised of 409 staffs from the ministry in top, middle and lower management positions in the ministry's head office. Fishers Sampling Formula was used in developing a sample of 198 respondents. The study relied on primary data where a five point likert scale questionnaire was utilized to gather primary data. Both descriptive and inferential statistics were employed in analyzing the collected data. SPSS and MS excel was adopted to generate the statistics.

Findings: The results of the study were displayed in form of tables and figures. Prior collection of data, a pilot study was conducted on 10 randomly selected respondents from the ministry to assess the validity and reliability of the questionnaire. The respondents in the pilot study were exempted in the final study. The study established that organization structure, organization leadership, organization culture and organization resources bears a positive and significant influence on strategy implementation in the Ministry of Lands in and Physical Planning in Kenya. This is shown by beta values of 0.296, 0.473, 0.377 and 0.596 and significant values of 0.006, 0.000, 0.000 and 0.000 respectively.

Unique Contribution to Theory, Practice and Policy: The results bears the implications that increasing each of the variables with one unit results into increase in the levels of on strategy implementation in the Ministry by respective beta values. The study concluded that internal factors comprising of organization structure, organization leadership, organization culture and organization resources positively and significantly influences implementation of strategies in the Ministry of Lands and Physical Planning in Kenya. The study recommended the ministry to enhance each aspect of the internal factors considered in the study during strategy implementation since the practice positively influences strategy implementation.

Key Words: *Organization Structure, Organization Leadership, Organization Culture, Organization Resources, and Strategy Implementation*

Background of the Study

The concept and practice of strategy implementation according to Thompson, Strickland and Gamble(2013) have attained a global embracement in various sectors of the economy due to the perceived contributions in areas of organizational performance and operational effectiveness. In the prevailing operational environments, organizations operating in both public and private sectors have greatly adopted strategy implementation practices aiming at guiding performance that climaxes into delivering quality services to the members of the public. Aaltonen and Ikavalko(2012) posits that in the public sector, strategies focuses on reinforcing the level of effectiveness amongst government units and navigating the units via changes which ensures existence of continuity and significant fit in the changing operational environment. This is realized via establishing a value chain that paves ways for the users of units of the government to obtain services effectively and efficiently and in paving ways for high accountabilities to the public. Sterling(2013) defines a strategy as an outline of organization's plans for realizing set objectives and goals both in short and long terms. Mantere(2013) further opines that a strategy is made up of an extensive statements of organization's missions and objectives which details the route the organization wishes to trail in carrying out its activities for the sole purpose of achieving intended goals. According to Kornberger and Vaara(2021), a strategy portrays the organization's bigger picture that blends subjective evaluation, advanced thinking and objective analysis of objectives, goals and priorities to design action points that promotes the level of effectiveness of the organization and its potential of improving its value to the public. A strategy further highlights modalities, timeframes and participants involved in achieving the intended goals and objectives. Strategy formulation comprises performing of analysis on existing organization's conditions and pinpointing areas that calls for improvements to attain the set success.

Tsoukas(2017) notes that a strategy avails a means of promoting information exchange between different units of the organization regarding the existing strengths and weaknesses in the verge of going after common set objectives. This promotes the abilities of the organization of adapting and participating to changes in the prevailing environment of operation. Alexander(2011) further clarifies that a strategy presents a clear process by which the organization conducts an assessment on its existence reasons, strengths and weaknesses, and possible opportunities and threats bound to be encountered in the future. The organization then applies the assessment results in determining whether to implement operational changes, the execution modalities and the participants to be involved. Despite the importance attached to organizational strategy, the level of implementation determines the extent to which the mapped out goals and objectives are achieved. According to Alkhafaji (2013), strategy implementation which encompasses converting a strategy into functional and operational actions tends to be amongst the strenuous managerial activity encountered by majority of organizations. Remarkably, most organizations in spite of having a well formulated and result-based strategies experience challenges in implementation stage. There has been prevalence failures in implementing strategies in the Kenya public sector which

culminates to under-realization of set service delivery levels to the public. George(2020) posits that on 30% of strategic plan is implemented in majority of public sectors. This has worsened the levels of service delivery from the public sectors to the citizens.

Statement of the Problem

Strategic plans in organizations serves as one of the key managerial tool that acts as a guide through which organizations sets future goals and objectives for the sole purpose of attaining a stabilized and a more predictable growth. Heide et al., (2012) notes that strategies further serves as key identifiers of crucial actions that needs to be executed to reach the set goals. Consequently, organizations utilize strategies as a methodology by which identification of a key roadmap important in growing a doable, coherent and a strong organization is acknowledged. Brenes and Schnidt (2018) adds that the process of formulating realistic and attainable strategies serves as an instrument that paves ways for the organization in making long-term plans in existing organizational risks and opportunities aiming at improving organizational operational efficiency. In Kenya, it is a requirement by the government that all public institutions formulate strategic plans to guide operations. However, implementation of the formulated plans remains a challenge which subjects the public institutions to poor performances in terms of service delivery. The Ministry of Lands and Physical Planning formulates strategic plans on a five-year basis to guide the ministry towards delivering its mandate to the citizens. The ministry's strategic plan 2016/2020 envisioned full digitalization of land processes, full institutional of policy and legal reforms, digital tilting platform, full implementation of Community Land Act 2016, decentralizing land administration and resurveying and maintaining both international and national boundaries. By the end of 2020, the ministry had only managed to partially roll out land digitalization process names 'Ardhisasa' (Ministry Of Land and Physical Planning, 2021).

Other envisioned process still remains under progress with record digitalization standing at 31% complete. Enactment of Community Land Act 2016 was envisioned to be completed by 2019 but the process is still under implementation. The challenges cited in the failures of implementing the strategies comprise of increased complexities in the organization, insufficient implementation resources, inclusion of executives in the formulation stages but exempted in the implementation phases, improper communication, and mismatch between intended outcomes and actual formulated strategies. Previous studies have left knowledge gaps on how internal factors influence implementation of strategic plans which further motivates the current study. Karimi (2010) concentrated on the difficulties in implementing strategies in the Mathare 4A slum upgrading in Nairobi; Rajasekar (2014) concentrated on factors influencing efficient implementation of strategies in a service industry in the Sultanate of Oman; and Ambale (2015) concentrated on the factors that lead to successful strategy implementation and its implications on student achievement in Kenya public secondary schools. The contextual knowledge gap left by the different settings in which these studies were conducted is filled by the current study, which aims to determine the

impact of internal factors on strategy implementation in Kenya's Ministry of Land and Physical Planning.

Objectives of the Study

i   To determine the influence of organization structure on strategy implementation in the Ministry of Lands and Physical Planning in Kenya

ii To assess how organization leadership influences strategy implementation in the Ministry of Lands and Physical Planning in Kenya

iii To examine the influence of organization culture on strategy implementation in the Ministry of Lands and Physical Planning in Kenya

iv To evaluate how organization resources influences strategy implementation in the Ministry of Lands in and Physical Planning Kenya

Literature Review

Theoretical Review

Contingency Theory

Contingency theory was proposed by Fiedler in 1964 and argues that organizational structure relies on scale of operations, technology, and environmental conditions. According to Schoonhoven (2013), an organization strategy must be in tandem with the organization's environment for it to yield projected performance growth. Early proposers of contingency theory however failed to incorporate strategic choice concept and the resulting competitive capabilities. Neo-contingency theorists however filled the gap through emphasizing on the associations between strategic choices and extended capabilities of the growth of the firm. The theorists argue that for there to be noticeable organizational growth, strategy and strategy implementation ought to tally with the internal environment that surrounds organization's operations. Therefore, strategic management necessitates a critical evaluation of the internal environment and a concise specifications of the goals of the firms anchored on the strategic actions such as technology, staff configurations, and structural arrangements. The significance of contingency theory emanates from the idea that environmental composition of a firm comprises of both internal and external environments. The internal environment which forms the heart of strategy implementation represents the organization's employees inclusive of management, organization structures and resources at the organization disposal. The external environment on the other hand represents the external participant surrounding the operations of the organization such as the community, consumers and suppliers. Organization structure forms one of the key determinant of implementation of strategy (Ketokivi, 2009). Organizations should therefore be extra careful on how systems, structures, and control mechanisms adopted bear a reflection of the strategy implementation process. According to the theory, being in possession of an elaborative organization structure enhances the organization's capacity of responding appropriately to the strategy implementation changes. It is

32

therefore important that organization structure should possess adaptable attributes to the business operations and the organization should always strive to ensure existence of efficient structure supporting the performance of the organization (Ketokivi, 2009). Contingency theory helped in linking how organization structures impacts implementation of strategies.

Path Goal Leadership Theory

Schuler (1973) brought forward the path goal leadership theory which suggest that the main role of a leader within an organization is setting and illuminating goals at the implementation stage of strategic plans with subordinates. Remarkably, the theory views a leader as being in a position to assist subordinates to establish the right path that should be followed to realize the set strategic goals while eliminating possible hindrances that may act as a deterrent towards achieving success. According to the theory, there is situational factors contributing to efficient and effective leadership such as the subordinates characteristics like their needs, self-confidence, abilities and workplace operational environment such as tasks, reward systems and relationships amongst employees that drives the whole strategy implementation process. According to the theory, the behaviors of leaders are categorized into five styles: participative, supportive, instrumental, transformational and achievement oriented leadership. The theory asserts that a leader's behavior is acceptable and seen to offer subordinates satisfaction if only the subordinates sees it as a source of their motivation and satisfaction. According to Schuler (1973)), a leader's behavior increases the subordinates' efforts in their attempts of implementing a specific strategy. Additionally, the leader acts as an influencer on the path followed in accomplishing a strategy between goals and behaviors by defining tasks roles and positions, removing performance obstacles, enlisting and involving group members in goal setting, promoting cohesiveness of a group and team efforts and reducing external controls and stress. This is achieved through making expectations clear and enhancing realization of expectations amongst the members. Path goal leadership theory contributes to the current study as it emphasizes on the significance of organizational leadership in the process of implementing strategies. The theory postulates that the leadership in the organization bears the responsibilities of providing the right leadership necessary for realizing set goals and objectives outlined in the strategy. Existence of the right leadership according to the theory characterized with employee support and commitment in the organization forms a strong foundation for a successful strategy implementation that culminates into enhanced organizational performances in the long terms (Malik, Aziz & Hassan, 2014).

Schein's Theory of Organizational Culture

Schein(1980) proposed the theory aiming at providing an explanation on why persons in different organizations behave and act differently. The theory views culture as made up of a process of formation and change which encloses all functioning facets of human beings. Consequently, the theory perceives culture as revolving around major organizational issues of external adaptation and internal integration of persons within the organization. The theorist further posits that culture
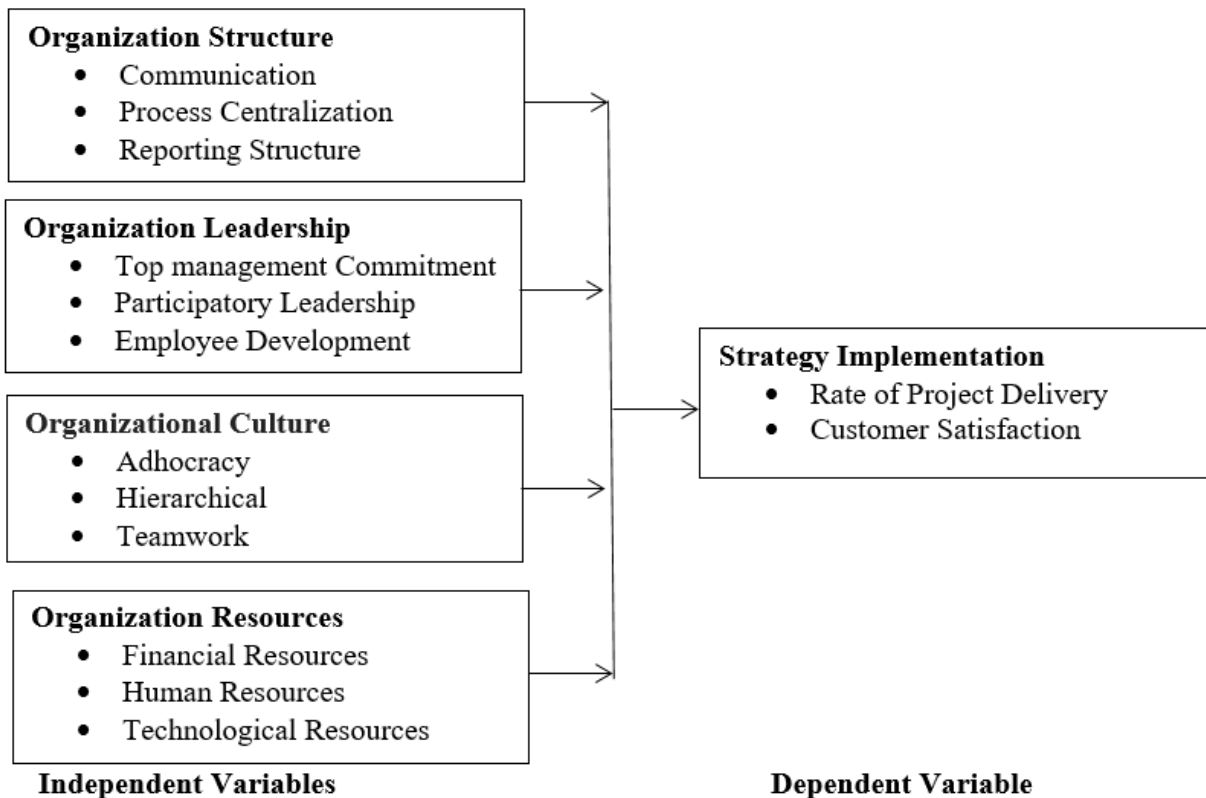
tends to be interrelated and patterned assumptions sets that focuses on important issues controlling organization's operations. The theory further posits that organizational culture of a firm plays a role in determining how an organization develops its business, relationship with business partners, customers and clients. When it comes to execution of activities in an organization, the culture of the firm and its respective conditions are reflected on how the activities are conducted. Execution of activities is directed by formulated and underlying organizational assumptions, accepted values and artifacts. While attempting to advance the theory, Molina (2016) perceives artifacts as organizational composition that defines culture which is easily tangible, visible, and felt manifestations comprising of technology, physical environment, published values, ceremonies amongst others. Accepted values and beliefs comprises of strategies, shared goals and perceptions, norms and inculcated values and beliefs from leaders and founders of the organization. Jones and James (2005) further notes that basic underlying organizational assumptions form the base level of culture in the organization. The assumptions are usually taken for granted, deeply embedded and are shared with others. Existence of a challenge in the assumptions results to defensiveness and anxiety. The study adopts the theory as it provides information on culture composition such as accepted values and beliefs and underlying artifacts and assumptions and hoe they promote implementation of organizational strategies.

Resource Based Theory

The theory which perceives firms as distinctive resources which are attributed to competitive advantage was proposed by Penrose in 1959. The other focus of the theory is on the capabilities of a firm of establishing relationships that culminates to accessing resources. The decision of the organization to successfully accomplish certain set objectives is open to hindrances such as resources scarcity occasioned by other organizations competing for the same or similar resources. Barney(2001) defines resources as tangible or intangible assets in an organization that are utilized in executing various tasks. The theory asserts that organizations rely on other actors present in the immediate task environment in order to obtain resources. For effective performance, organizations need to acquire resources from actors available in the external environment. The theory additionally proposes that with leaders familiarized with resource capability of the organization tends to outperform other organizations. The explanation to this assertion is that manager's decisions are supported highly by available resources within an organization. In the support of the theory, Wernerfelt (1984) argues that a sustainable competitive advantage of any firm results from endowment of unique resources. According to Barney (2000), the unique resources are characterized by rareness, uniqueness and non-imitability. Possession of unique resources by organization forms the basis of success on formulated plans and objectives. The theory is important to the current study as it anchors the need for organization to be in possession of the necessary resources for implementing strategies. The theory highlights how strategy implementation success in an organization relies on uniqueness, rareness and non-imitability attributes of resources. For a

www.carijournals

strategy to be fully and successfully implemented, is necessary for the organization to capitalize on non-imitable, unique and rare resources at its disposal.

Conceptual Framework

Organization Structure
- Communication
- Process Centralization
- Reporting Structure

Organization Leadership
- Top management Commitment
- Participatory Leadership
- Employee Development

Organizational Culture
- Adhocracy
- Hierarchical
- Teamwork

Organization Resources
- Financial Resources
- Human Resources
- Technological Resources

Strategy Implementation
- Rate of Project Delivery
- Customer Satisfaction

Independent Variables   **Dependent Variable**

Figure 1: Conceptual Framework

Research Methodology

The study used a descriptive research design. The target population of the study comprised of the Ministry of Land and Physical Planning. The unit of observation of comprised of 409 staffs from the ministry in top, middle and lower management positions in the ministry's head office. Top management position comprised of both chief and deputy managers, middle level management comprised of managers and principal officers while the lower level comprised of technical and support staffs. Fishers Sampling Formula was adopted in determining the sample size of 198 for the study. The study employed a five-point likert scale questionnaire to collect primary data. A secondary data collection sheet was used to gather secondary data on the number of project completed and the completion timeline. To analyse quantitative data, descriptive statistics like means, percentages, and standard deviations were employed. The extent of the relationship between the independent and dependent variables was ascertained using inferential statistics, specifically regression and correlation. MS Excel and the SPSS (Statistical Package for Social

Scientist) programme were used to create the statistics. The study employed the subsequent multivariate model to evaluate the correlation between both the dependent and independent variables:

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

Where: Y = Strategy Implementation, X_1 = Organization Structure, X_2 = Organization Leadership, X_3 = Organization Culture, X_4 = Organization Resources, β_0= Regression Constant or Intercept, $\beta_1, \beta_2, \beta_3$ and β_4= are the unknown coefficients of independent variables and ε =error term assumed to be normally distributed with a zero variance.

Results

A total of 198 questionnaires were issued to the selected sample of the study comprising of chief and deputy managers, managers and principal officers and support and technical staff. 144 questionnaires were fully filled and returned for analysis. This indicated a 72.7% response rate. It was decided that the response rate was adequate for analysis. As per Mugenda and Mugenda (2013), it was observed that in cases where a response rate exceed 70%, it is considered sufficient for analysis and for making inferences about the population. Figure 4.1 presents the response rate results.

Descriptive Findings and Analysis

In order to characterize the distribution of measures of items addressing each variable, the researcher used descriptive statistics in the study. The study's descriptive statistics were means, standard deviations, and averages. The researcher first formulated the questions for each variable and then requested participants to rate the statements on a 5-point Likert scale, where 5 meant Strongly Agree (SA), 4 meant Agree (A), 3 meant Neutral (N), 2 meant Disagree (D), and 1 meant Strongly Disagree (SD). This method allowed the researcher to generate statistics for each variable. The researcher then computed each statement's mean response and standard deviation. The overall degree of agreement with all variables was then calculated by averaging the mean and standard deviations.

Organization Structure

The descriptive results on organization structure outlined in table 1 shows that respondents agreed with the statements that there is a laid down communication structure in the ministry (mean=3.975), that changes in the implementation procedures are timely communicated(mean=3.687) and that there are established forms of communication for passing information on strategy implementation (mean=4.23). Respondents further agreed with the statements that activities surrounding implementation of strategies are centralized within the ministry(mean=3.992), that every department is bestowed with specific responsibilities and has a central reporting point (mean=4.164), that strategy implementation status is periodically reviewed(mean=3.847) and that provision of periodic reports enables the ministry keep track on

the implementation progress (mean=4.016). All respondents agreed with the statements on organization structure and its influence on strategy implementation as shown by average response of 3.987 and standard deviation of 0.486. The results concurs with Kagumu, Odhiambo and Waiganjo (2017) who established that organizational structure positively influence implementation of strategic plans amongst organizations.

Table 1: Organization Structure

Organization Structure	Mean	Std.Dev
There is a laid down communication structure in the ministry	3.975	0.728
Changes in the implementation procedures are timely communicated	3.687	0.926
There are established forms of communication for passing information on strategy implementation	4.23	0.139
Activities surrounding implementation of strategies are centralized within the ministry	3.992	0.653
Every department is bestowed with specific responsibilities and has a central reporting point	4.164	0.206
Strategy implementation status is periodically reviewed	3.847	0.439
Provision of periodic reports enables the ministry keep track on the implementation progress	4.016	0.314
Average	**3.987**	**0.486**

Organizational Leadership

The descriptive results on Organizational Leadership outlined in table 2 shows that respondents agreed with the statements that there is full managerial commitment to the strategy implementation (mean=3.753), that priority is given to the strategy implementation process by the management(mean=3.831) and that management aids employees in discharging allocated strategy implementation duties (mean=3.695). Respondents further agreed with the statements that managers fully participate in the implementation process of strategies (mean=3.501), that successful execution of a strategy is recognized by rewarding those who excel (mean=3.663), that the management organizes trainings on strategy implementation best practices(mean=3.701) and that the management organizes benchmarking programs for the strategy implementation teams(mean=3.709). All respondent on average agreed with the statements on organizational leadership and its influence on strategy implementation as shown by average response of 3.693 and a standard deviation of 0.519. The results were consistent with Carter and Greer (2013) who noted that the level of commitment of leadership teams to the direction of the strategic plan is one of the most significant and instrumental factor in the implementation of the strategies.

www.carijournals

Table 2: Organizational Leadership

Organizational Leadership	Mean	Std.Dev
There is full managerial commitment to the strategy implementation	3.753	0.291
Priority is given to the strategy implementation process by the management	3.831	0.254
Management aids employees in discharging allocated strategy implementation duties	3.695	0.137
Managers fully participate in the implementation process of strategies	3.501	0.947
Successful execution of a strategy is recognized by rewarding those who excel	3.663	0.914
The management organizes trainings on strategy implementation best practices	3.701	0.336
The management organizes benchmarking programs for the strategy implementation teams	3.709	0.751
Average	**3.693**	**0.519**

Organization Culture

The descriptive results on organization culture outlined in table 3 indicates that the respondents agreed with the following statements: employee collaboration drives strategy implementation in the ministry (mean=4.016), innovation shapes the execution of strategies in the ministry (mean=3.564), and the emphasis on employee self-organization while completing tasks (mean=3.941). Furthermore, respondents (mean=4.423) agreed with the statements that activities in the ministry are distributed according to hierarchy level, that there are structures established by the ministry that guides execution of activities (mean=4.002) and that the ministry has established a culture that encourages a sense of belonging and employees loyalty(mean=3.556). Respondents were however neutral on the statement that there is an emphasis in the ministry on employee individual initiatives while accomplishing tasks (mean=3.346). On average however, an average response of 3.835 and a standard deviation of 0.526 shows that all respondents agreed with the statements on organizational culture and its influence on strategy implementation. The results are in tandem with Abdulrahman (2019) who posited that employees possessing positive perceptions and attitudes have a conducive environment and easier time when implementing strategies due to the fact that whatever challenges they encounter in the implementation process would be taken positively and addressed accordingly amongst themselves.

Table 3: Organization Culture

Organization Culture	Mean	Std.Dev
There is an emphasis in the ministry on employee self-organization while accomplishing tasks.	3.941	0.671
There is an emphasis in the ministry on employee individual initiatives while accomplishing tasks	3.346	1.112
In the ministry, innovation shapes the execution of strategies	3.564	0.784
Employee collaboration guides strategy implementation in the ministry	4.016	0.201
There is distribution of activities in the ministry in respect to hierarchy level.	4.423	0.163
There are structures established by the ministry that guides execution of activities	4.002	0.119
The ministry has established a culture that encourages a sense of belonging and employees loyalty	3.556	0.629
Average	**3.835**	**0.526**

Organization Resources

The descriptive results on organization resources outlined in table 4 shows that respondents agreed with the statements that the ministry allocates enough finances for implementing strategies(mean=3.768), that the available manpower has sufficient skills required in implementing strategies (mean=3.669), that the ministry has the necessary technology for efficient implementation of strategies(mean=3.841) and that the technology available is dynamic to match the dynamic process of implementing strategies (mean=3.896). However, on the statements whether the ministry have different sources of revenues that aids in strategy implementation and whether the ministry has sufficient manpower for implementing strategies, respondents were neutral as shown by means of 3.346. On average however, all respondents were in agreement with the statements on organization resources and it influence on strategy implementation as shown by average response of 3.664 and standard deviation of 0.798. The results tallies with Dixon, Asutay and Al-Kandi (2013) who established existence of a positive and significant relationship between implementation of strategies and availability of resources.

Table 5: Organization Resources

Organization Resources	Mean	Std.Dev
The ministry allocates enough finances for implementing strategies	3.768	0.625
The ministry have different sources of revenues that aids in strategy implementation	3.346	0.998
The ministry has sufficient manpower for implementing strategies	3.462	1.101
The available manpower has sufficient skills required in implementing strategies	3.669	0.733
The ministry has the necessary technology for efficient implementation of strategies	3.841	0.679
The technology available is dynamic to match the dynamic process of implementing strategies	3.896	0.654
Average	**3.664**	**0.798**

www.carijournals

Strategy Implementation

The descriptive results on organization resources outlined in table 5 shows that respondents agreed with the statements that the ministry have managed to complete projects on timely basis (mean=4.125), that the completed projects have the intended performance benefits (mean=4.008) and that the ministry have recorded an upward growth from successfully implementing strategies (mean=3.508). Respondents were however neutral with the statements that the ministry have managed to fully deliver its mandates to the public (mean=3.426), that there is high satisfaction from citizens on the services offered by the ministry (mean=3.343) and that there is timely delivery of service to the citizens(mean=3.374). Averagely, all respondents agreed with the statements on strategy implementation as shown by average response of 3.631 and a standard deviation of 0.714. The results concurs with Lynch (2012) who observed that the main aim of implementing a strategy is to turn the formulated plans into actions to accomplish organizational strategic and performance objectives and goals.

Table 5: Strategy Implementation

Implementation of Strategies	Mean	Std.Dev
The ministry have managed to complete projects on timely basis	4.125	0.188
The completed projects have the intended performance benefits	4.008	0.203
There is high satisfaction from citizens on the services offered by the ministry	3.343	0.924
There is timely delivery of service to the citizens	3.374	1.136
The ministry have recorded an upward growth from successfully implementing strategies	3.508	0.882
The ministry have managed to fully deliver its mandates to the public	3.426	0.948
Average	**3.631**	**0.714**

Inferential Statistics

Correlation Results

The study conducted a correlation analysis to examine the relationships between the study variables. The correlation results, as outlined in Table 6, indicate that organizational structure has a positive and significant correlation with strategy implementation in the Ministry of Lands and Physical Planning in Kenya. This is evidenced by a correlation coefficient of 0.319 and a p-value of 0.002, which is below the threshold of 0.05. These findings suggest that improvements in organizational structure practices lead to better strategy implementation within the ministry. This result is consistent with Muriithi (2013), who found that elements of organizational structure significantly influence strategy implementation and recommended aligning strategy with structure. Furthermore, the results demonstrate that organizational leadership is positively and significantly correlated with strategy implementation in the Ministry of Lands and Physical Planning in Kenya. This is shown by a correlation coefficient of 0.474 and a p-value of 0.000, which is less than 0.05. These findings imply that enhancing organizational leadership practices contributes to improved

www.carijournals

strategy implementation within the ministry. The results concurs with Aosa (2013) who established that organization leadership plays a significant role in the formulation and implementation of strategies which bears a positive influence on the performance of the firms.

The findings also demonstrated a positive and significant relationship between organisation culture and strategy implementation in Kenya's Ministry of Lands and Physical Planning. This is shown by a significant value of 0.000, which is less than 0.05, and a correlation coefficient of 0.406. The findings imply that improving organisational culture practices improves the ministry's ability to implement strategies. The results are in tandem with Abdulrahman (2019) who posited that employees possessing positive perceptions and attitudes have a conducive environment and easier time when implementing strategies due to the fact that whatever challenges they encounter in the implementation process would be taken positively and addressed accordingly amongst themselves. The findings demonstrated that, in Kenya's Ministry of Lands and Physical Planning, organisational resources are positively and significantly correlated with strategy implementation. 0.000, or less than 0.05, is the significant value and the correlation coefficient of 0.638 that illustrate this. It can be inferred from the results that improving organisational resource management practices results in improved ministry strategy implementation. The results are consistent with Imende, Olel and Gogo (2020) who established that availability of resources significantly influences implementation of strategic plans in institutions.

Table 6: Correlation Analysis

		Organization Structure	Organizational Leadership	Organization Culture	Organization Resources	Strategy Implementation
Organization Structure	Pearson Correlation	1				
	(2-tailed)					
Organizational Leadership	Pearson Correlation	.102	1			
	Sig. (2-tailed)	.091				
Organization Culture	Pearson Correlation	.127	.194*	1		
	Sig. (2-tailed)	.061	.131			
Organization Resources	Pearson Correlation	.214	.244	.248**	1	
	Sig. (2-tailed)	.193	.094	.136		
Strategy Implementation	Pearson Correlation	.319**	.474*	.406**	.638**	1
	Sig. (2-tailed)	0.002	0.000	0.000	0.000	
	N	144	144	144	144	144

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

Multiple Regression Analysis

A multiple regression analysis was included in the study to assess the existence of relationship between the independent and dependent variables. The outcomes of the multiple regression analysis comprises of three outputs i.e Model Summary, ANOVA and Model Coefficient. The model summary shows the strength of the relationship between the combined independent variables and the dependent variable. The model summary also shows the percentage accounted by the combined independent variables on the dependent variable. The results outlined in table 7 shows that the R-Value was 0.796 implying existence of a moderately high relationship between the combined independent variables and the dependent variable. The coefficient of determination represented by the R-Squared value was 0.634 implying that the independent variables(organization structure, organizational leadership, organization culture and organization resources) accounts for 63.4% in variation of strategy implementation in the ministry.

Table 7 Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.796[a]	0.634	0.546	1.07458

a. Predictors: (Constant), Organization Structure, Organizational Leadership, Organization Culture and Organization Resources

The Analysis of Variance (ANOVA) was utilized to assess whether the model linking the dependent variable with the independent variables was statistically significant. According to the results outlined in table 8, the significant value was 0.0148. The value was less than 0.05 implying that the model was statistically significant in assessing the relationship and thus a good fit for the study.

Table 8 ANOVA (Model Significance)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	167.386	4	41.8465	17.6480	0.0148[b]
	Residual	329.593	139	2.3712		
	Total	496.979	143			

Dependent Variable: Strategy Implementation
Predictors: (Constant), Organization Structure, Organizational Leadership, Organization Culture and Organization Resources

The study utilized the model coefficient results to shows how a change on the independent variable changes the dependent variable. The findings presented in Table 9 indicate that organizational structure has a positive and significant influences on strategy implementation within the Ministry of Lands and Physical Planning in Kenya (Beta=0.296, sig=0.006<0.05). This suggests that enhancing the elements of organizational structure by one unit leads to a 0.296 unit increase in the

effectiveness of strategy implementation in the Ministry. These results align with the study by Kagumu, Odhiambo, and Waiganjo (2017), which found that organizational structure positively influences the implementation of strategic plans within organizations. Additionally, the results demonstrate that organizational leadership also has a positive and significant influence on strategy implementation in the Ministry of Lands and Physical Planning in Kenya (Beta=0.473, sig=0.000<0.05). This implies that improving aspects of organizational leadership by one unit results in a 0.473 unit increase in the effectiveness of strategy implementation within the Ministry. The results were consistent with Carter and Greer (2013) who noted that the level of commitment of leadership teams to the direction of the strategic plan is one of the most significant and instrumental factor in the implementation of the strategies.

The findings further indicate that organizational culture has a positive and significant influences on strategy implementation within the Ministry of Lands and Physical Planning in Kenya (Beta=0.377, p=0.000<0.05). This suggests that an increase in organizational culture by one unit leads to a 0.377 unit increase in the level of strategy implementation. These results align with Mwaura (2017), who found that organizational culture positively affects the stability of organizational social systems and serves as a guiding principle in the strategy implementation process. Additionally, the results reveal that organizational resources have a positive and significant influence on strategy implementation within the Ministry of Lands and Physical Planning in Kenya (Beta=0.596, p=0.000<0.05). This implies that an increase in organizational resources by one unit results in a 0.596 unit increase in the level of strategy implementation. These findings are consistent with the research by Dixon, Asutay, and Al-Kandi (2013), which identified a positive and significant relationship between strategy implementation and the availability of resources.

Table 9: Model Coefficients

Predictors	Unstandardized Coefficients		Standardized Coefficients		
	B	**Std. Error**	**Beta**	**t**	**Sig.**
(Constant)	0.841	0.156		5.391	0.000
Organization Structure	0.296	0.195	0.217	1.518	0.006
Organizational Leadership	0.473	0.161	0.408	2.938	0.000
Organization Culture	0.377	0.147	0.298	2.565	0.000
Organization Resources	0.596	0.194	0.488	3.072	0.000

The optimal regression model becomes:

Strategy Implementation = 0.841 + 0.596(Organization Resources) + 0.473(Organizational Leadership) + 0.377(Organization Culture) + 0.296(Organization Structure)

From the model, strategy implementation at the Ministry of Lands and Physical Planning in Kenya stands at 0.841 while holding all factors constant. From the model, organization resources had the

highest influence on strategy implementation, followed by organization leadership, then organization culture and lastly organization structure.

Conclusion

The study concluded that organization structure positively and significantly influences strategy implementation in the Ministry of Land and Physical Planning in Kenya. Consequently, practices under organization structure such as having a laid down communication structure in the ministry, timely communicating changes in the implementation procedures, having established forms of communication for passing information on strategy implementation, centralizing activities surrounding implementation of strategies within the ministry and conducting a periodic review of the strategy's implementation status further enhances strategy implementation in Kenya's Ministry of Land and Physical Planning. The study also found that organization leadership has a positive and significant influence on the Kenyan Ministry of Land and Physical Planning's ability to implement strategies. Thus, organizational leadership practices like complete managerial commitment to strategy implementation, management prioritizing the strategy implementation process, management aiding employees in discharging allocated strategy implementation duties and participating fully in the implementation process of strategies, organizing trainings and benchmarking programs for the strategy implementation teams by the management further contributes to enhanced strategy implementation in the Ministry of Land and Physical Planning in Kenya.

The study also found that organization culture has a positive and significant influence on how the Ministry of Land and Physical Planning in Kenya implements strategies. Consequently, practices under organization culture such as ministry emphasizing on employee self-organization and individual initiatives while accomplishing tasks, distributing activities in the ministry in respect to hierarchy level, having structures established by the ministry that guides execution of activities and establishing a culture that encourages a sense of belonging and employees loyalty further contributes to enhanced strategy implementation in the Ministry of Land and Physical Planning in Kenya. The study's final finding was that organizational resources have a positive and significant influence on the Ministry of Land and Physical Planning in Kenya's strategy implementation. Consequently, practices under organization resources such as allocating enough finances for implementing strategies, having different sources of revenues that aids in strategy implementation, having sufficient manpower for implementing strategies, and having necessary technology which is dynamic to match the dynamic process of implementing strategies further contributes to enhanced strategy implementation in the Ministry of Land and Physical Planning in Kenya.

Recommendations for the Study

The study provides recommendation to the Ministry of Land and Physical Planning in Kenya to enhance organization structure during strategy implementation since the practice positively and significantly influences strategy implementation. The study also provides recommendation to the

Ministry of Land and Physical Planning in Kenya to enhance organization leadership during strategy implementation since the practice positively and significantly influences strategy implementation. The study further provides recommendation to the Ministry of Land and Physical Planning in Kenya to enhance organization culture during strategy implementation since the practice positively and significantly influences strategy implementation. The study finally provides recommendation to the Ministry of Land and Physical Planning in Kenya to enhance organization resources during strategy implementation since the practice positively and significantly influences strategy implementation.
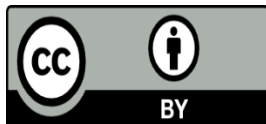
References

Aaltonen, P., & Ikavalko, H. (2012). Implementing strategies successfully. *Integrated Manufacturing Systems*, *13*(6), 415-418.

Abdulrahman, A. (2019). *The Impact of Organizational Culture on Implementation of Rural Development Strategies in Selected Local Government Authorities in Nigeria* (Ph.D). Cardiff Metropolitan University, Wales.

Alexander, L.D. (2011), Successfully implementing strategic decisions, Long Range Planning. *Journal of Business Management,* 18(3), 91-97

Alkhafaji, A. (2013). *Strategic Management: Formulation, Implementation, and Control in a Dynamic Environment.* New York: Haworth Press Inc.

Aosa, E. (2013). *An empirical investigation on how strategy implementation drivers affect the performance of the manufacturing sector in Kenya.* Strathclyde University: Unpublished PhD thesis

Barney, J. (2000). Is the resource-based view a useful perspective for strategic management research? Yes. *Academy of Management Review*. *26*, 41–56.

Barney, J. (2001). Resource-based theories of competitive advantage: a ten year retrospective on the Resource-Based View. *Journal of Management*. *27*, 643–650.

Brenes, M., & Schnidt, S. L. (2018). Key Success Factors for Strategy Implementation in Latin America. *Journal of Business Research*,61(6),590 - 598, 8.

Carter, S., & Greer, C. (2013). Strategic Leadership. *Journal of Leadership & Organizational Studies*, *20*(4), 375-393.

George, B. (2020). Successful Strategic Plan Implementation in Public Organizations: Connecting People, Process, and Plan (3Ps). *Public Administration Review*, *4*(6), 112-121.

Government of Kenya (2017). Sector Plan for Public Sector Reforms 2013 – 2017

Government of Kenya Development Report (2013). Retrieved from, www.ardhi.go.ke/

Imende, M., Olel, M., & Gogo, J. (2020). Influence of Resources On Implementation of Strategic Plans in Public Secondary Schools in Kakamega County, Kenya. *International Journal of Scientific and Research Publications (IJSRP)*, *10*(9), 667-675.

James, R., & Jones, G. (2005). The Character of a Corporation: How Your Company's Culture Can Make or Break Your Business, London: Harper Business.

Kagumu, J., Odhiambo, R., & Waiganjo, E. (2017). Influence of Organizational Structure On Strategy Implementation by County Governments in Kenya. *International Journal of Current Business & Strategic Management*, *1*(1), 1-30.

Karimi, S.W. (2007) *Challenges of Strategic Implementation in Mathare 4a Slum Upgrading in Nairobi*: Unpublished Master's Thesis: University of Nairobi

Ketokivi, M. (2009). Elaborating the Contingency Theory of Organizations: The Case of Manufacturing Flexibility Strategies. *Production and Operations Management*, *15*(2), 215-228.

Kornberger, M., & Vaara, E. (2021). Strategy as Engagement: What Organization Strategy Can Learn from Military Strategy. *Long Range Planning*, *2*(5), 102-125.

Malik, S., Aziz, S., & Hassan, H. (2014). Leadership Behavior and Acceptance of Leaders by Subordinates: Application of Path Goal Theory in Telecom Sector. *International Journal of Trade, Economics and Finance*, *5*(2), 170-175.

Mantere, S. (2013). What Is Organizational Strategy? A Language-Based View. *Journal of Management Studies*, *50*(8), 1408-1426.

Ministry of Land and Physical Planning. (2021). Programs and Projects – Ministry of Lands and Physical Planning. Retrieved 18 June 2021, from https://lands.go.ke/programmes-and-projects/

Ministry of land and urban Development Report. (2013).

Molina, A. (2016). Values in public administration: the role of organizational culture. *International Journal of Organization Theory & Behavior*, *12*(2), 266-279.

Mugenda, O., & Mugenda, A. (2013). Research methods. Nairobi, Kenya: African Centre for Technology Studies.

Mureithi, E.(2019). *Organizational Factors Influencing Implementation of Strategic Plans in Universities in Mount Kenya Region, Kenya* (Masters). University of Embu.

Muriithi, I. (2013). *Effects of organizational structure on strategy implementation: a survey of commercial banks in Kenya* (Masters). Kenyatta University.

Mwaura, C. (2017). *The Effect of Organizational Culture On Strategy Implementation: A Study of Three Companies in Construction Sector in Nairobi Kenya* (Masters). The Catholic University of Eastern Africa.

Ning, N. (2012). Evolution of Clan Culture and Its Contemporary Significance. *Asian Culture and History*, *4*(2).

Penrose E.T. (1959). *The Theory on the performance of the firm. Oxford University Press: New York*

Rajasekar, J. (2014). Factors affecting Effective Strategy Implementation in a Service Industry: A Study of Electricity Distribution Companies in the Sultanate of Oman. *International Journal of Business and Social Science*, *5*(9), 169-183.

Schein, E. (1980). The role of the founder in creating organizational culture. *Organizational Dynamics*, *12*(1), 13-28.

Schoonhoven, C. (2013). Problems with Contingency Theory: Testing Assumptions Hidden within the Language of Contingency "Theory". *Administrative Science Quarterly*, *26*(3), 349.

Schuler, R. (1973). *A path-goal theory of leadership* (1st ed.). United States: Sage.

Sterling, J. (2003). Translating strategy into effective implementation: dispelling the myths and highlighting what works. *Strategy & Leadership*, *31*(3), 27-34.

Thompson, A. A., Strickland, A.J., & Gamble, J. E. (2013). *Crafting and Executing Strategy – Texts and Readings.* (15th Ed.). New York: McGraw-Hill Irwin.

Tsoukas, H. (2017). Strategy and virtue: Developing strategy-as-practice through virtue ethics. *Strategic Organization*, *16*(3), 323-351.