FACTORS AFFECTING EFFECTIVE STRATEGY IMPLEMENTATION IN CHRISTIAN LEARNING INSTITUTION IN KENYA A CASE OF KAREN CHRISTIAN COLLEGE.

EMEH NWABUEZE PRINCE

A thesis presented to School of Business and Economics in partial fulfillment for the conferment of the degree of Master of Business Administration at Africa International University

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DECLARATION

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

Sign: _____ Date: _____
Name: Emeh Nwabueze Prince

Student No: 171216MBA

This work has been supervised and approved by the University supervisors

Sign: _____ Date: _____
First Supervisor: Dr. Lucy Kinyua

Sign: _____ Date: _____
Second Supervisor: Dr. Jane Muriithi

Sign: _____ Date: _____
External Examiner: Prof. Katuse

DEDICATION

To God, my family Mr. and Mrs. Emmanuel Emeh, my guardian daddy Anthony I. Nwanze

ACKNOWLEDGMENT

I would like to acknowledge the Almighty God for this great opportunity and making it possible through his grace and mercy. I would also like to give special thanks to my supervisors Dr. Lucy Kinyua and Dr. Jane Muriithi, for their invaluable guidance right from the start of this study. I wish to acknowledge my guardian Mr. Anthony Nwanze, for making my dream come true not leaving behind Mrs. Lilian Okello my aunty for her support God bless you. Finally, to all those who in one way or the other contributed towards this work I say thank you.

ABSTRACT

The purpose of the study was to analyze the key factors affecting effective strategy implementation in Karen Christian College. The research was led by the following research questions: How does an organization resource affect effective strategy implementation at Karen Christian College? How does organizational structure affect effective strategy implementation at Karen Christian College? How does organizational culture affect effective strategy implementation at Karen Christian College, and how does strategy formulation affect effective strategy implementation at Karen Christian College. The study used a descriptive research design. The target population of the research was focused on the top management and employees of Karen Christian college with a population of 35-memberstaffs. The study was quantitative in nature as data was collected using questionnaires. The questionnaires were distributed by the researcher to the different respondents and collected after completion. Regarding data analysis, the demographic data was tabulated using frequency and percentages. For data description, Pearson's correlation was used. The data was analyzed and presented through tables and charts according to the research questions using Statistical Package for Social Science (SPSS).The findings indicate that there is a positive and significant relationship between organizational resources and strategy implementation at KCC since the p-value is 0.25.Further the results indicated that there is a positive but not significant relationship between organizational culture and strategy implementation at Karen Christian College since the p-value is 4.57. There is a positive but not significant relationship between organizational structure and strategy implementation at Karen Christian College, since the p-value is 2.37. Lastly, there is a positive and significant relationship between strategy development and effective strategy implementation at Karen Christian College, since the p-value is 0.000. Therefore, the study recommends that an effective strategy implementation calls for the need for Karen Christian College to enhance organization resources, organizational culture, organizational structure, and strategy development. The recommendation is that for Karen Christian College to achieve, develop and grow it needs fast track strategy implementation. The study has revealed that among the four variables affecting the strategy implementation, strategy development has depicted that it is the most significant and determinant to the successful implementation of the Karen Christian College strategies.

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CHAPTER ONE

INTRODUCTION

1.0.Introduction

Strategy implementation is the process in which the organizations can convert plans and strategic practices to be able to achieve strategic objectives and goals in other to achieve a competitive advantage. The Implementing of strategic plans is usually a very critical part and is also where most organizations fail. This chapter gives a brief overview of the background of the study, the problem statement, conceptual framework, research objectives, research question, justification and limitations of the study.

1.1 Background of the Study

Strategy implementation is a practice in which organizations which are development minded use to put their short or long-term objectives into action. Strategy implementation leads to the development and growth of the organization as they are a proper guideline on how the operations of the organizations are conducted. With this in place, there is proper utilization of the organizational resources which leads to a high return on investment. Thisleads to current and prospective investor confidence, which in the long run builds the organization brand. Once the organization builds its reputation it will win customers and suppliers loyalty. Strategy implementation is the action that moves the organization along with its choice of the route towards its goal, the fulfillment of its mission, and the achievement of its vision. It is the realization of intentions (MacLennan, 2012). As expounded by (Rajasekar, 2014). Many people have

the belief that defining an imaginative and remarkable technique is basic and independent from anyone else adequate to lead a firm to achievement in the present business environment, assuring that such procedure is similarly as critical".

According to Rajasekar, (2014) good implementation naturally starts with good strategic input: the soup is only as good as the ingredients in it. Strategy implementation, therefore, is a connecting loop between formulation and control. Hunger and Wheelen, (2007) expound that execution requires regulatory and administrative ability and a capacity to predict deterrents that emerge in technique usage. According to Hrebiniak, (2013) "strategy implementation always involves more people than the case of the formulation of strategy, and this presents lots of shortcomings, because the bigger the number of people involved, the greater the challenge to execute strategy effectively. Ukpolo, (2010), "argued that implementation of strategy absolutely pulls a plan apart and diffuses it throughout an organization and its random systems. This is to assert that every section within the organization that is involved should be able to embrace the plan, follow its direction and objectives, and implement specific actions. For an organization to efficiently and effectively implement a plan, the entire members involved in the implementation of the strategy must function as a team in other to avoid failure along the way. According to Rajasekar, (2014) strategy implementation is referred to as a connecting line between formulation and control. This is because execution of strategy requires regulatory, administrative ability and capacity of the organization to predict changes that emerge in technique usage.

Global Strategy implementation has been contributed by the market dynamics such as technology, customers' demands, and competition have necessitated the organizations to extend global market to be able to survive in the competitive environment. When an organization goes global it must develop global strategies to be able to achieve a

competitive advantage. The modern organization now see the need for strategic issues and the contribution of strategic implementation to its success of the global market (Drummond, Ensor, and Ashford, 2001). This involves strategy implementation globally. For instance, Coca-cola a USA based company operates in almost every country and this is made possible by the concept of global strategy implementation.

Regional strategy implementation involves strategy implementation that goes beyond the boundaries of an individual country in the institution of higher learning, they have been able to go regional through distance learning programs. The company with regional strategy for example Kenya Commercial Bank operates in East and Central Africa. A regional strategy is much more about what, rather than what not, to focus on(Valdaliso & Wilson, 2015).

In Kenya, most organization have domestic strategies for the domestic market because they have notgrown beyond the boundary, which includes institutions of higher learning, which have saturated the domestic market, the reason being that they are not exploring opportunities beyond their boundaries. This trickles down to Kenya's Christian learning institutions, they have to go an extra mile to ensure they implement the strategies for the growth of the organizations. In determining competitive advantage, the organizationneeds to focus on how they should compete to create competitive advantage and how the advantages can be unique, in other to be valuable and difficult for rivals to imitate. The college develop score strategies and outlines implementation plans and measurements for them to achieve a competitive advantage (Myran, 2008).

1.3. Karen Christian College.

Karen Christian College is in a serene, spacious land in Karen area to the Southern part of Nairobi at the foot of Ngong Hills. It's 3kms off Ngong Rd, along Dagoretti Rd, next to Africa International University. Karen Christian College is a Christian Institution sponsored by Free Pentecostal Fellowship in Kenya, whose Philosophy is rooted in the Bible and Theological commitment of the Pentecostal Evangelical tradition. The College was stabled in 1976 by the Scandinavian missionaries to train pastors, evangelists, and church servants with theological courses. Free Pentecostal fellowship in Kenya. The alumni of the institution are around 600 pastors. Five years ago, the institutions started offering Early Childhood Education and Counseling Studies to serve the society holistically. The ECDE examination is administered by the Kenya National Examination Council (KNEC). Both men and women, school leavers and caregivers are eligible for the training which qualifies one to join university for a degree program.

1.4. Statement of Problem

Strategy implementation is very important for sustainable development as well as a sound strategic decision which will lead to long-lasting growth of any organization. This enables the organization to come up with calculated decisions which will lead to the production of the corporate strategic plan and contribute to the tremendous growth of the organization. Harrington and ottenbacher (2011), Kaplan and Norton (2008) "identified that more than 90% of strategic initiatives fail, not due to formulation but of implementation difficulties. In addition, Raps (2004) states that the rate of successfully implemented strategies is between 10% and 30%. Although it has been widely accepted that change is necessary for the growth of organizations, more than 70% of the change-oriented attempts in the name of change strategies are unsuccessful (Higgs & Rowland,

2011). The strategies developed reflect managerial choice among alternatives and it signals organizational commitment to market, competitive approaches and ways of operating the organization. Many empirical studies have been carried out on the strategy implementation process in developing world as well as in developing countries. These studies reflect that many organizations spend a lot of time preparing strategies and during implementation every organization experience challenges. However, this is not different from Christian learning institutions. Despite the time in which Karen Christian College has been in existence it still has not been chartered by the commission of higher education. The institution for many years have struggled to raise the number of students. The institution faces a challenge of meeting its financial obligation for instance payment of salaries and electricity bills on time among other obligations. There is an inadequacy in terms of the infrastructures. Therefore, this study seeks to investigate the factors affecting effective strategy implementation in Christian learning institution, and specifically Karen Christian College, Kenya. This study explores specifically the effect of organization structure, strategy formulation, organizational culture, and organizational resources on strategy implementation in Christian learning institutions.

1.5 . Objectives

1.5.1. General Objectives

To investigate the factors affecting effective strategy implementation in Christian learning institution, using a case of Karen Christian College.

1.5.2 Specific Objectives

i). To determine the effect of organization structure on strategy implementation in Christian learning institutions

ii). To evaluate the effect of strategy formulation on strategy implementation in Christian learning institutions

iii). To examine the effect of organizational culture on strategy implementation in Christian learning institutions

iv). To determine the effect of organization resources on strategy implementation in Christian learning institutions

1.6 Research Questions

i) How does organizational structure affect strategy implementation in Christian learning institutions?

ii) How does strategy formulation affect effective strategy implementation in Christian learning institutions?

iii) How organizational culture affect effective strategy implementation in Christian learning institutions?

iv) How does organization resources affect effective strategy implementation in Christian learning institutions?

1.7 Significance of the Study

The findings of the study will be resourceful to the administration of Karen Christian College as well as other Christian institutions as this will help them to determine what could be contributing to the non-achievement of the organizations set objectives.

1.8 Justification of the Study

This study will be beneficial to all Christian learning institutions both large and small. The different organization will use this report to enable them to effectively and efficiently implement their strategies by ensuring profit maximization and competitive advantage. This is because they will enhance their knowledge on factors affecting effective strategy implementation and how to tackle them. The findings in this research will also act as a reference point to other researchers in the same field, this is because the findings of this study will be useful toform the basis for future research.

1.9 Assumption

The respondents were honest in their responses and so the data obtained was reliable and can be used for better strategy implementation at Karen Christian College.

1.10 Limitations of Study

1.10..1 Confidentiality and Lack of Corporation

Some of the participants may be hesitant in revealing some key information which will be useful in this study. Some of the respondents may refuse to participate in the study. For example, not take part in the questionnaire filling. This may, in turn, affect the outcome of the study when analyzing the data gathered. To counter this problem the researcher will ask relevant questions that concern the study and not a misleading one.

1.10.2 Finance and Time

This is another limiting factor, time and finance may go a long way in limiting the researcher in the process of gathering his data.

1.11. Delimitation of the Study

The study was confined to strategy implementation at Karen Christian College as well as other Christian institutions specific focus on factors that affect effective strategy implementation which will be the main variable to be studied. The researcher will also not be able to interview the top management, thus focuses on management and the low staff this is because the top management is not involved in the daily running of the organization.

1.12 Definition of Terms

Competitive Advantage: A superiority gained by an organization when it can provide the same value as its competitors but at a lower price or can charge higher prices by providing greater value through differentiation. Competitive advantage results from matching core competencies to the opportunities(Lynch, 2015).

Environmental scanning: Environmental scanning is the study and interpretation of the political, economic, social and technological events and trends which influence a business, an industry or even a total market (Ogden & Rarick, 2010).

Environmental uncertainty: Environmental uncertainty occurs when a firm is unable to predict the actions of external stakeholders and other external influences (Enz, 2009).

Organizational Culture: Organizational culture can be defined as a set of assumptions and beliefs that are common and shared by all members of an organization (Schein, 2013).

Organizational structure: Organization structure is a system of tasks, reporting relationships, and communication linkages. (Schermerhorn, 2011).

Strategy implementation: Strategy implementation is the process of executing strategies by establishing annual objectives, devising policies, motivating employees, and allocating resources (David, 2011).

Strategic Management Strategic management is the processes by which management plans and coordinates the use of business resources, with the general objective of securing or maintaining a competitive advantage (Faulkner, 2007).

Strategy evaluation: Evaluation and control is a process in which corporate activities and performance results are monitored so that actual performance can be compared with desired performance (Wheelen & Hunger, 2012).

CHAPTER TWO

LITERATURE REVIEW

2. 0 Introduction

The chapter deals with reviewing of literature in relation to factors affecting effective strategy implementation. In the following areas external environment, internal environment, past strategies, and strategic choices. A literature review is a synthesis of the literature on a topic, the growth of the organization depends on the implementation of strategies by its leaders.

2.1 Theoretical Literature Review

Theoretical literature review determines theories that exist, the existing relationships between them, the extent to which the theory has been investigated. The unit of analysis focus might be based on a theoretical concept or a whole theory. In a theoretical literature review, the literature reviewer examines how theory shapes research(Onwuegbuzie &Frels, 2016.).Adoption of strategic management as an externally oriented management philosophy underscores the fact that organizations should develop and implement appropriate strategies in order to continuously align and realign themselves to changes within and outside them.

2.1.1Resource-based Theory

This theory was introduced by Wernerfelt, (1984) and "arises from the principle that the source of a firm's competitive advantage greatly depends on the organization's

internal resources, as opposed to their positioning in the external environment and the resources are made up of both tangible and intangible assets". This explains that competitive advantage will be achieved when the firm effectively and efficiently uses its resources for instance building of core competencies like human resource through effective programs. The internal resources will include all the assets that the organization possesses and this includes physical resources example machinery, buildings, and organizational resources like brand image, adequate finances (Barney, 1991).

Resource-based theory further explains that competitive advantage is achieved when the resources (tangible and intangible) within the organization possess the following characteristics. They include rareness, value, and non-substitutability(Barney, 1991). The strategic value of the resources can be enhanced when the competitors find difficulty in buying, selling imitating or substituting them. For example, human resource can enhance competitive advantage when they possess the necessary technical skills in performing their tasks which competitors do not have. The organization can also possess valuable assets that the competitors do not have like technological equipment like expensive machinery or intangible assets like a good brand image.

Wade &Hulland (2004), stated that resources may have dynamic capabilities, especially in dynamically changing environments. This theory is relevant to this study because it directly leads the organization to a sustained competitive advantage immediately but when used effectively and efficiently, can lead to a competitive advantage in the nearest future.

2.1.2.Institutional Theory

This theory was developed by Meyer & Rowan (1997), states that institutional terrain to a large extent influence the development of formal structures in the organization,

then the profound market pressures. Raynard, Gerry, & Greenwood (2015) further explains the above assertion by highlighting the arguments postulated by Meyer & Rowan (1997). The organizational strategies when implemented give it social approval, and legitimacy that external environment constituents which will it resources and grants. This is to say that the institutional environment brings out social expectations. Meyer and Rowan in Raynard et al (2015), confirmed that managers are restricted by socially derived norms and expectations that contain assumptions about their organizational terrain as well as appropriate conduct.

The institutional theory goes further to state that organizations adopt structures as well as implementing policies that are aligned with institutional prescriptions, but which are deliberately distanced from how should be done, this gave way to conformity becoming ceremonial rather than substantive. The implemented policies and structures ultimately reach a level where failure to adopt them is seen as irrational and negligent, the new and existing organizations or firms will adopt the structures and strategies that are implemented in the way that they appear even if when that way does not increase or improve efficiency (Raynard et al., 2015).

Scholars like Tolbert and Zucker in Clegg, Hardy, & Nord (1996), strongly support the institutional theory, they stated that when coercive pressures are on increase, organizations quickly adopt new strategies and structures and under low coercive pressure, the frequency of adoption is slower. However, the increase in adoption sustains legitimacy in the institutional environment, speed up the rate of adoption of the new structural form. The scholars further stated that from the beginning the organization adopt new ways of improving efficiency and afterward adopt the structural way of maintaining it. Suggestion on strategic decision making as well as the strategic process cannot be erased from the context within which ways of perceiving and getting

things done are taken for granted. Institutional theorists stated that strategy process, as well as strategic decision making, is not so much rationalized, as institutionalized process operates in an environment in which common approaches are adopted, common assumptions are made, and the same implementation followed. It is said that structure follows strategy, where firms or establishment set their strategy and then determine the best structure to implement the set strategies. The institutional theorists assert that structure, culture, control, and measures are often evidence of institutional ways of doing things. Raynard et al (20015) stated, that partnership does not exist because of the strategy it is adopting but it does exist because it is the structural form that is accepted in that professional arena as the way things are done.

Institutional theory helps us to have a clear understanding of institutional decisions and activities. It goes further to explain the pressures organization encounter in the bid to obtain legitimacy and making them to be similar as well as decrease institutional diversity. The institutional theory further explains how deliberate and accidental choices can lead organizations to see their values, norms, ideologies of the organizational arena, hence give them the legitimacy and worthiness of receiving resources from society. The institutional theory is relevant to this study because it helps to pattern the structures, cultures in terms of ideologies, norms as well as give room for proper strategy formulation that will be effectively implemented.

2.1.3 Theoretical Framework

The theoretical framework depicts the relationship between variables and theories.

“Theoretical framework is the researcher's organizing image of the phenomena to be studied” (McKenna, 2009, p. 207).

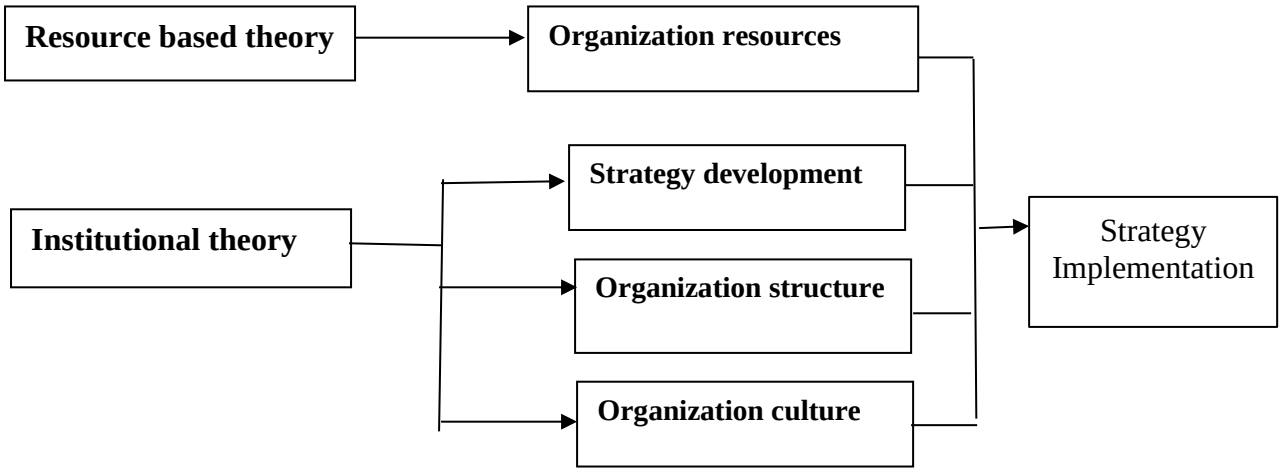

Figure 2.1 Theoretical framework

2.2 Empirical Literature Review

Empirical literature explores the literature that is relevant to the variables and the indicators that have been used in this study. The empirical review deals with the literature relevant literature on the studies' variables(Rumrill, Bellini, & Bellini, 2018).

2.2.1 Strategy Implementation

Strategic implementation is involving a process in which plans, and strategies are put into action to achieve specific goals. The strategic plan provides guidance and processes to follow in order need the desired goal, the success includes feedback and evaluationreports it achieves the intended objectives. Strategy implementation is determined by the choices on priority, the availability of resources both the human capital and the finances and the management of them. Strategy implementation as those actions taken by a firm to put their strategic plans into place by either changing their mission, changing their environment, or changing their resources, capabilities (Sherman, Rowley, &Armandi, 2009).

Organizational priorities can be divided into categories such as strategic and universal priorities which deal with values associated with organizations external, customer, and market focus. They can be discovered by conducting the organization's needs assessment and devise strategies to achieve their goals. Assessment can also create a focus on organizational priorities and can change what people inside the organization and constituents see as the priorities.

Leadership styles vary from one organization to another this is pegged on the leaders, which is usually born out of the different context surrounding the organization. There are various leadership styles such as democratic leadership, autocratic leadership, strategic leadership, transformational leadership, transactional leadership and bureaucratic leadership as each of the styles adopted suits the nature of the organization, and its success or failure. And that is the problem with traits leadership styles is based on the leader's political values, in relation to the leadership orientation and predisposition perception and tasks and his/her attitude to the exercise of power(Bäck, Heinelt, &Magnier, 2009).

Conflict of interest the success of strategy implementation does not require partiality on the part of the leaders in terms of what they stand to gain in terms of when specific projects are implemented to achieve specific strategic plans. Sometimes a conflict of interests is brought about by the organizational structures interest within the different departments of different specialist and objectives. These may hinder implementation of strategy if they are combined with personal clashes(White, 2009).

Environmental uncertainty which are found within the organization such as legal aspects that keep changing, the political atmosphere which is frequently manipulated by the politician , the changing technology which is driving the market, the unstable economy which keeps affecting the prices of goods and services and the competition

within the industry. Environmental uncertainty occurs when a firm is unable to predict the actions of external stakeholders and other external influences(Enz, 2009).

2.2.2 Strategy Development and Effective Strategy Implementation

The organization that is keen grow needs to develop strategies that can prepare the organization for the future, to be able to grow in a turbulent business environment that is influenced by the surrounding environment, the strategy development gives the organization a competitive advantage over its competitors. Organizationswhich don't think strategically are likely to fail as they will not be able to survive the changing business environment. The management team as a group has a much better understanding of the company's abilities and the industry in which it operates than any one person(Bragg, 2011).

Formulation of mission and vision are key the mission is a statement that communicates what the organization exists for in terms of its services to its stakeholders, while the vision the organization intend to be in the near future or where it's headed. Formulation of Vision and mission statements are two components of a strategic planning framework used for organizational development or program planning"(Porche, 2008).

Development of goals and objective determine everything. A goal is a statement of the desired state toward which is, and objective which a program is directed, the overall purpose of the program is and objectives are more specific statements that describe the changes the program will bring about that describe the changes the program will bring about and the degree of those changes(Killion, 2008).

The strategic choice this entails the process making the best choice among the alternatives. Therefore, organization's decision is best of the best choices that are able

to lead to the development of the organization and the availability of the resources that entail the finances that are available, the human resources in terms of quality and quantity. This strategic choice is centered on whether the external environment or managerial influence is the more significant determinant of firm performance(Cunningham & Harney, 2012).

Environmental scanning entails the study and understanding the surroundings of the organization such as political, economic, social and technological dynamics that tend to influence the business in an industry or even a total market. In most cases, the organization has got no control over them. Environmental scanning is relatively easy to undertake; success depends upon the entrepreneur's ability to predict the changes and react to those changes in a positive, strategic manner, as the whole concept of environmental scanning calls for individual entrepreneurs to adapt to changes(Ogden & Rarick, 2010)

2.2.3 Organization Structure and Effective Strategy Implementation

The type of organization structure is part of the internal environment of the organization, the size of the organization, technology used, and the philosophy and the strategy adopted by the organization. Organization structure is a system of tasks, reporting relationships, and communication linkages(Schermerhorn, 2009).

The line of communication its function is based on the use of the protocol, which is a set of guidelines that stipulate the chain of command which various members of an organization communicate and relate with each other to achieve coordination in the organization.The senior manager needs to be able to rely on the middle and first-line managers to organize and carry out the jobs that the bottom line each tier is as important

as the others and the communication between them needs to be open, honest and supportive(Creek &Lougher, 2011).

Order of hierarchy stipulates the tiers and hierarchical structure existing in the organization. The chain of this order is in existence from the top to the bottom in every organization. The underlying assumption is that none will report to more than one boss and similarly each will receive order or command from only one boss (Sahni&Vayunandan, 2009),

Job alignment involves making everybody's role in the organization to be aligned with the organization's objectives and goals. As the employee alignment is important in assisting employees to remain focused, for the success of the organization, with this they will be able to maximize the shareholder's wealth. Cognitively understands and responds to strategic change requirements within an individual's own job(Stigter & Cooper, 2016).

The span of control indicates the number of subordinates 'staff that are under the supervision of a superior. This varies from one organization to another and to the resources available in an organization. Span of control refers to the number of persons that report to a single manager, characteristic of structure determines how closely a supervisor can monitor subordinates.(Daft &Marcic, 2010).

2.2.4 Organization Culture and Effective Strategy Implementation

Organizational culture is the way people do their operations, it entails a system of shared values, norms and customs, which are used to govern the day to day activities of the organization. These shared values have a strong influence on the people in the

organization and dictate how they dress, act, and perform their jobs. An effective culture is the product of a set of strongly held shared values.(Heskett, 2012).

Management and subordinate relationship**,** as indicated up and down the organizational chart, the chart indicates superior/subordinate relationships that exist in the organization, which needs to be a healthy relationship for them to be able to work as a team for the success and growth of the organization. The subordinate's use of impression management substantially increased the supervisor's liking and appraised the performance of the subordinate, as well as satisfaction with the exchange relationship(Bass & Bass, 2009).

Employee commitment works hand in hand with involvement which blends well, they are a concern with the employee loyalty to serve anemployer who is determined to motivate them wholeheartedly, with diligence to the best of their ability. Although commitment and involvement are different concepts, they are closely linked, since both are concerned with how employers can encourage employees to. (Niehaus & Price, 2013).

Information dissemination means to spread information, knowledge, opinions widely. The leadership of the organization needs to put the measure in place in which the information in the organization can easily reach to all the staff members of the organization within the shortest time possible. Information dissemination is the ability for messages to reach large numbers of people, often at a relatively low cost.(Fisher & Roget, 2009).

Organization ethics are principals and standards which an organization conducts its operations and the values on which it stands for or believes in such as integrity, fairness and above all conduct business in a fair competitive environment not carry out business

using unhealthy competition, for instance, lowering prices to hurt other organizations in the same business environment. Dimension of organizations offers a practice-based approach to developing the skills critical to responding ethically to organizational dilemmas.(Ladkin, 2015).

2.2.5 Organization Resources and Effective Strategy Implementation

Organizational resources are key to the development of any organizations as they drive it to achieve its objectives and goals. The organization'sresources are as follows: financial resources, human resources, physical resources, and information resources. The proper utilization of the resources determines the rate at which the organization is able to grow and achieve its objectives and goals. Resources are the organizational asset, knowledge, knowledge and skills (Nijssen&Frambach, 2010).

Capital in an organization involves finances that are invested in the business to generate profit to the organization, in form of physical assets, an investment portfolio that is purchased by the organization as valuables assets. Capital can also refer to money invested in a business to purchase assets. Capital is money when putting into productivity purpose, reproduces its self plus extra amount called profit (Ibrahim, 2012).

Employee reward systems involve the organization's measures of acknowledging employee's efforts, commitment, to motivate them to be loyal to the organization, in terms of service delivery. They are considered as additional benefits to an employee to their salary such as medical, car benefits, housing, provident funds etc. The employee reward system The concept of a reward system An employee reward system consists of an organization's integrated policies, processes, and practices for

rewarding its employees in accordance with their contribution, skill and competency and their market value (Armstrong, 2008).

Knowledge and skill refer to the learning ability of an individual and the capacity to be able to apply them to exercise to be able to achieve results. It is usually achieved through reading or learning or experience. In order for people to participate in the development process, knowledge and skill of skilled workers contribute indirectly, but significantly, to attaining the high productivity of a national or regional economy (Karlsson, Johansson, Kobayashi, &Stough, 2014).

The technology involves the know-how, which is the utilization of scientific knowledge to the practical task, to change and manipulate good and services in better and enhanced output. Study suggests that Bank lending in information technology is a dynamic and increasingly significant element in the growth of the Bank's investment portfolio(Hanna &Boyson, 2013).

2.3 Operationalization of Conceptual Framework

Operational variables refer to how the specific variables will be measured and defined in the study. A variable is operationalized in a study by the development of conceptual and operational definitions(Burns & Grove, 2010).

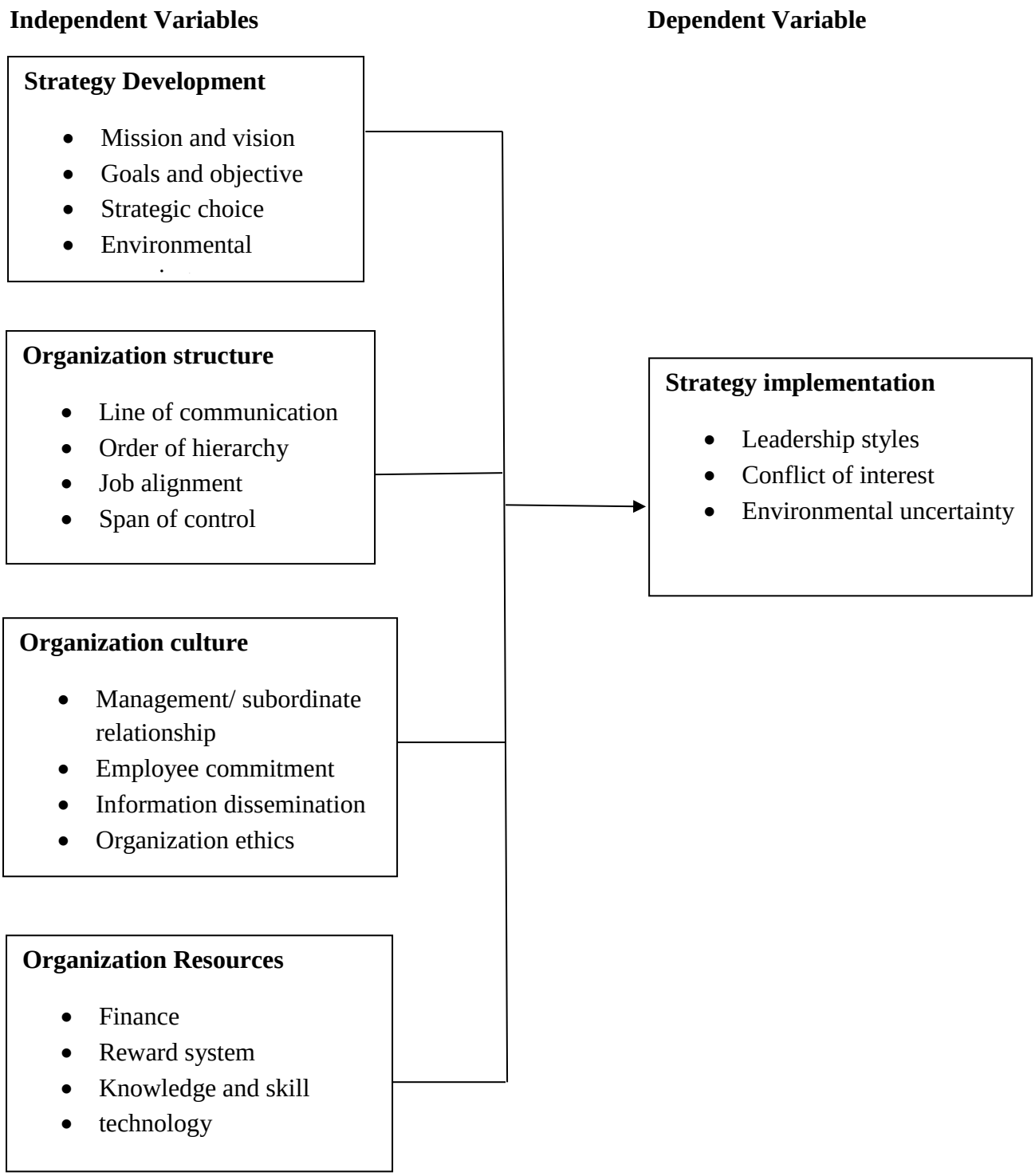

Figure 2.2: Conceptual framework

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter describes the specific procedures that was used to identify, select and analyze data and the methods used to answer the research questions. It is divided into the following subsections and they include Research design, Target population, sampling procedure, and instrumentation, methods of data analysis and reliability and validity of the study.

3.1 Research Design

This is the plan that is used in this research to obtain results for the research problem. The study adopted quantitative research which uses quantifiable measurements through the use of questionnaires, and or by manipulating pre-existing statistical data using computational techniques. The study adopted a correlation research design as it helps to depict the relationship between variables. The study used case study, which is an in-depth study of an individual or group of individuals. Mugenda & Mugenda, (2003), This study, therefore, used this research design to try and find out the strength of the relationship between the variables discussed whether it is strong or weak. Research design is the critical process that transforms an idea, interest, or question from just a thought into a meaningful and purposeful investigation of social or physical processes, the central emphasis of research design is the process (Gatrell, Bierly,and Jensen, 2011).

3.2 Target Population

The target populations are all individuals or objects within a certain population usually who have a common, binding characteristic or trait. The target population is that population about which the researcher desires information (Muth, 2014). Mugenda & Mugenda (2003) also described target population as the whole group of people, events or objects that have common features, and which will be used by the researcher in carrying out the study. In this case, the target population was the entire staff of Karen Christian college and the total is 35 staffs ranging from faculty members as well as the administrative staffs, in which the researcher adopted a census.

Table 3.1 Target population

Respondents	**Counts**	**Percentages**
Management Staff	6	17.14%
Teaching staff	12	34%
Administrative staff	17	48.57%
Total	**35**	**100%**

3.4 Sampling Procedure

A census was used in this study this is because the population is not much, and the participants included in the target population will have an equal chance to participate in the study. The main participants of this study include the top management, teaching staffs as well as non-teaching staff.

3.5 Pre-Testing of Data Collection Instrument

The researcher identified one individual from each category ranging from faculty, administrative staffs, and students. The researcher conducted a pilot study, to

determine if the tool will produce the expected results. Pretesting Data Collection Instruments and Procedures or piloting data collection instruments and procedures is vital to building an effective monitoring system(Kusek&Rist, 2009).

3.6 Data Collection Instruments

This research used primary data. The primary data was collected using questionnaire that was administered to the respondents by guidance or self-administered. Mugenda & Mugenda (2003), described a questionnaire as basically a research instruments consisting of a series of questions and is used to address the specific objectives in the study, it consists of both closed and open-ended questions that address the specific objectives to be studied.

3.7 Data Collection Procedure

According to (O'Malley, Malley, Chamot, & Michael, 2008)Data collection is the process of gathering and measuring information on variables of interest, in an established systematic fashion that enables one to answer stated research questions, test hypotheses, and evaluate outcomes. It points out how these elements apply to different data collection procedures, such as observations, questionnaires, interviews and other forms of elicit of data. The researcher got approval from the graduate school as that enabled the researcher to collect data. The researcher administered the

a questionnaire using the self-administering method as this method allows the researcher to reach out to the respondents easily.

3.7 Data Analysis and Presentation

Responses were using Statistical Package for Social Sciences (SPSS) versions 23.0 software. to analyze, the findings were presented in form of bar charts, graphs, and pie charts. The study used multivariate regression analysis to establish a relationship between the independent variables and the dependent variable by use of the following regression model:

$Y= \beta 0 + \beta 1\ X1 + \beta 2\ X2 + \beta 3\ X3 + \beta 4 X4 \ldots \epsilon$ Where;

Y = Strategy implementation (Dependent Variable)

X1 – X3 – Independent Variables

X1 = Organization Resources

X2 = Organization culture

X3 = Organization structure

X4= Strategy Development

$\beta 0$ = Co-efficient of the model

$\beta 1 - \beta 3$ = Beta Co-efficient of dependent variables.

ϵ = Stochastic Error Term

3.8 Reliability Test

According to Mugenda & Mugenda (2003) reliability test is used to measure the degree to which the research instrument yields consistent results after repeated trials. To ensure that the right information is collected by asking the right questions, a reliability test was used to measure how the research instruments address the different factors brought about in this study. This was achieved through the test-retest method through the correlation coefficient to see if there is consistency in the results.

Table 3.2: Reliability test

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.987	.988	5

(Ayo & Victor, 2017)provides the following rules *of* thumb*:* "_ >.9 – Excellent, _ >.8 – Good, _ >.7 – Acceptable, _ >.*6* – Questionable, _ >.5–Poor and _ <.5–Unacceptable" and above indicates the reliable result. Therefore, the study according to table 3.3 gave .987 that is 98.7% depicting excellent results.

3.9 Validity Test

The validity of the test is the extent to which a test measure. It deals with the extent to which a tool gives the desired results that correspond with reality.The degree to which a test measures what it is supposed to measure (Furr& Bacharach, 2013).validity is used to show the accuracy of the data collected and how effectively it relates to the variables in the study. Through validity, this study was able to prove if the data that are presented holds true to the research hypothesis being tested. This was also achieved through the correlation coefficient in data analysis Mugenda and Mugenda (2003).

3.10 Ethical Consideration

The researcher was given an approval letter from African International University graduate school, and from the Institutional Ethical Review Board (IERB), and finally, the researcher got an approval letter from The National Commission for Science, Technology, and Innovation (NACOSTI).The researcher ensured that at the point of collecting data from the respondent, the respondents were assured of the confidentiality. The identity of the respondents will be concealed through the allocation of fictitious

names. The respondents were informed that participation in the study is voluntary. However, the researcher encourages them to respond to all questions. Ethical considerations in research. Before carrying out a piece of research, there are several ethical considerations that a researcher must bear in mind when designing a study. (Heffernan, 2008).

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION

4.0 Introduction

Data analysis involved the process of developing answers to questions through the examination and interpretation of data.

4.1 Descriptive Statistics

Descriptive statistics gives a description of the data that has been collected. Descriptive statistics are used when the purpose of an investigation is to describe the data that have been collected(Weinberg and Abramowitz, 2008).

4.1.1 Response Rate.

From the population of 35, there was a responseof32 respondents. This gave a response rate of 91.4%.

4.1.2 Response Rate Category

The study focused on the staffs of Karen Christian College, without much consideration whether there is effective implementation of strategies in their organization. The study further established that they are three categories ranging from the administrative staff'steachers and non-management staffs. The responses were as follows, administrative staffs were 37.5%, teachers were 43.7% and management staffs were18.7%. out of the expected 35 respondents.

Table 4.1: Respondent's Category.

Response	Frequency	Percentage
Administrative staff	**12**	**37.5%**
Teacher	**14**	**43.7%**
Management staffs	**6**	**18.8%**
Total	**32**	**100%**

4.1.3Years Worked at Karen Christian College

Years worked at Karen Christian College gives various staffs experience in terms of strategy implementation and the changes made over the years they have been working at Karen Christian College. As indicated in table 4.2, the responses were as follows: Less than five years formed the majority at 50%, followed by 5-10 years at 31.3%; then 10-15 years at 9.4%; then lastly 15-20 years at 9.4%.

Table 4.2: Years worked

Years worked	Frequency	Percentage
Less than 5 years	16	50%
5-10 Years	10	31.3%
10-15 Years	3	9.4%
15-20 Years	3	9.4%
Total	**32**	**100%**

4.1.4 Knowledge on the Existing Strategy Implementation

This is to determine if the respondents were aware of the existence of the strategies implemented. 31.3% of the respondent said yes while 68.7% of the respondents were not aware of the implementation of strategies.

Table 4.3: Knowledge of the existing Strategy implementation

Answer	Frequency	Percentages
Yes	10	31.3%
No	22	68.7%
Total	**32**	**100%**

4.2.1 Effective Strategy Implementation

Effective strategy implementation formed the dependent variable to the study and the responses were as follows: Priorities from the management affect strategy implementation 15.6% strongly agreed, 15.6% agreed,0% slightly agree, 6.2%slightly disagreed, 31.3%and lastly 31.3% strongly disagree. The environment is friendly to strategies implemented.21.9% strongly agree, 6.2% agreed, 0% slightly agreed, 15.6% slightly disagreed, 15.6% disagreed, and lastly 40.6% strongly disagreed. The organization interest is relevant to the activities conducted towards the implementation of strategies.18.8% strongly agreed, 9.4% agreed, 0% slightly agreed, 15.6% slightly disagreed, 15.6% disagreed, 28.1% strongly disagreed. The management respect and motivates each employee's ability and knowledge of the job and this has ensured success in strategy implementation9.4% strongly agree, 9.4% agreed, 0% slightly agreed, 31.3% slightly disagreed, 12.5% disagreed and lastly 37.5% strongly disagreed.

Table 4.4 Strategy implementation.

Value	1 Strong Disagree	2 Disagree	3 Slightly Disagree	4 Slightly Agree	5 Agree	6 Strongly Agree
Priorities from the management affect strategy implementation.	10 31.3%	10 31.3%	2 6.2%	0 0%	5 15.6%	5 15.6%

The environment is friendly to strategies implemented.	13 40.6%	5 15.6%	5 15.6%	0 0%	2 6.3%	7 21.9%
The organization interest is relevant to the activities conducted towards the implementation of strategies.	9 28.1%	6 18.8%	5 15.6%	0 0%	3 9.4%	6 18.8%
The management respect and motivates each employee's ability and knowledge of the job and this has ensured success in strategy implementation.	12 37.5%	4 12.5%	10 31.5%	0 0%	3 9.4%	3 9.4%

4.2.2 Organization Resources with Effective Strategy Implementation

On the alignment of organization resources and effective strategy implementation; The organization offers you with right equipment's in carrying out your tasks to implement strategies, 18.8% strongly agreed, 12.5% agreed, 0% slightly agreed, 12.5% slightly disagreed, 15.6% disagreed, and 40.6% strongly disagreed. The Organization is committed to providing financial resources to support the implementation of the strategic initiative, 6.2% strongly agreed, 6.2% agreed, 0% slightly agreed, 0% slightly disagreed, 31.3% disagreed, and 50% strongly disagreed. The organization fairly allocates and distributes human and financial resources to all departments when formulating and implementing strategies, 6.2% strongly agreed, 6.2% agreed, 0%

slightly agreed, 18.8% slightly disagreed, 25% disagreed, and 43.8% strongly disagreed. The organization carefully ensures it has the right human resource skills in implementing strategies, 6.2% strongly agreed, 28.1% agreed, 0% slightly agreed, 9.4% slightly disagreed, 18.8% disagreed, and 37.5% strongly disagreed.

Table 4.5Organization Resources and effective strategy implementation

Value	**1 Strong Disagree**	**2 Disagree**	**3 Slightly Disagree**	**4 Slightly Agree**	**5 Agree**	**6 Strongly Agree**
The organization offers you with right equipment's in carrying out your tasks to implement strategies	13 40.6%	5 15.6%	4 12.%5	0 0%	4 12.5%	6 18.8%
The Organization is committed to providing financial resources to support the implementation of a strategic initiative	16 50%	10 31.3%	0 0%	0 0%	4 12.5%	2 6.2%
The organization fairly allocates and distributes human and financial resources to all departments when formulating and implementing strategies	14 43.8%	8 25%	6 18.8%	0 0%	2 6.2%	2 6.2%
The organization carefully ensures it has the right human resource skills in implementing strategies	12 37.5%	6 18.8%	3 9.4%	0 0%	9 28.1%	2 6.2%

4.2.3. Organization culture with Effective Strategy Implementation

On the alignment of organization culture and effective strategy implementation; The organization creates a forum where employees can contribute their own ideas when formulating and implementing strategies,9.4% strongly agreed, 9.4% agreed, 0% slightly agreed, 28.1% slightly disagreed, 6.2% disagreed, and 46.9% strongly disagreed. The Organization clearly communicate its strategies with regards to your job description when formulating strategies, 15.6% strongly agreed, 39.4% agreed, 0% slightly agreed, 21.9% slightly disagreed, 28.1% disagreed, and 15.6% strongly disagreed. Your involvement in decision making has ensured easy implementation of the strategies, 21.9% strongly agreed, 21.9% agreed, 0% slightly agreed, 28.1% slightly disagreed, 12.5% disagreed, and 15.6% strongly disagreed. you are satisfied in your involvement in a decision that affects your work, 6.2% strongly agreed, 28.1% agreed, 0% slightly agreed, 9.4% slightly disagreed, 37.5% disagreed, and 18.7% strongly disagreed.

Table 4.6Organization culture and effective Strategy implementation

Value	**1 Strong Disagree**	**2 Disagree**	**3 Slightly Disagree**	**4 Slightly Agree**	**5 Agree**	**6 Strongly Agree**
The organization creates a forum where employees can contribute their own ideas when formulating and implementing strategies	15 46.9%	2 6.2%	9 28.1%	0 0%	3 9.4%	3 9.4%
The Organization clearly communicate its strategies with regards to your job description	9 28.1%	8 25%	7 21.9%	0 0%	3 9.4%	5 15.6%

when formulating strategies.						
Your involvement in decision making has ensured easy implementation of the strategies.	5 15.6%	4 12.5%	9 28.1%	0 0%	7 21.9%	7 21.9%
You are satisfied with your involvement in decision making that affects your job.	6 18.7%	12 37.5%	3 9.4%	0 0%	9 28.1%	2 6.2%

4.2.4 Organization Structure and Effective Strategy Implementation

The organizational structure is in line with the strategy implementation, 12.5% strongly agreed, 15.6% agreed, 0% slightly agreed, 25% slightly disagreed, 31.3% disagreed, and 15.6% strongly disagreed. The management gives direction on the various activities of the organization to their subordinate when implementing the strategies. 12.5% strongly agreed, 37.5% agreed, 6.2% slightly agreed, 18.7% slightly disagreed, 12.5% disagreed, and 18.7% strongly disagreed. The management follows set policies and practices as per strategies formulated with the interest of both employees and the organization in strategy implementation. 6.2% strongly agreed, 9.4% agreed, 6.2% slightly agreed, 21.9% slightly disagreed, 9.4% disagreed, and 46.9% strongly disagreed. Job alignment is in line with strategies to be formulated in the organization. 12.5% strongly agreed, 6.2% agreed, o% slightly agreed, 3.1% slightly disagreed, 40.6% disagreed, and 37.5% strongly disagreed. The overall atmosphere in your organization in terms of the span of control is excellent. 9.4% strongly agreed, 3.1% agreed, 12.5% slightly agreed, 6.2% slightly disagreed, 37.5% disagreed, and 31.3% strongly disagreed.

Table .7Organization Structure and effective Strategy implementation

Value	1 Strong Disagree	2 Disagree	3 Slightly Disagree	4 Slightly Agree	5 Agree	6 Strongly Agree
Management gives direction on the various activities of the organization to their subordinate when implementing the strategies.	10 31.2%	4 12.5%	6 18.8%	2 6.2%	6 18.8%	4 12.5%
The management follows set policies and practices as per strategies formulated with the interest of both employees and the organization in strategy implementation	15 46.9%	3 9.4%	7 21.9%	2 6.2%	3 9.4%	2 6.2%
Job alignment is in line with strategies to be implemented in the organization.	12 37.5%	13 40.6%	1 3.1%	0 0%	2 6.2%	4 12.5%
The overall atmosphere in your organization in terms of the span of control is excellent.	10 31.3%	12 37.5%	2 6.2%	4 12.5%	1 3.1%	3 9.4%

4.2.5 Strategy Development and Effective Strategy Implementation

The Organization has developed a vision and mission statement that are in line strategy implementation.12.5% strongly agreed, 6.2% agreed, 3.1% slightly agreed, 12.5% slightly disagreed, 28.1% disagreed, and 37.5% strongly disagreed. The management

has defined a set of goals and long-term objectives that are in line with strategies implemented,31.3% strongly agreed, 12.5% agreed, 6.2% slightly agreed, 0% slightly disagreed, 18.7% disagreed, and 31.3% strongly disagreed. The top management is in support of the implementation of the organization strategic choice made,6.2% strongly agreed, 12.5% agreed, 18.7% slightly agreed, 12.5% slightly disagreed, 12.5% disagreed, and 37.5% strongly disagreed. Proper environmental scanning is conducted before the implementation of strategies,12.5% strongly agreed, 12.5% agreed, 6.2% slightly agreed, 25% slightly disagreed, 25% disagreed, and 18.7% strongly disagreed.

Table 4.8Strategy Development and effective Strategy implementation.

Value	**1 Strong Disagree**	**2 Disagree**	**3 Slightly Disagree**	**4 Slightly Agree**	**5 Agree**	**6 Strongly Agree**
The organization has developed a vision and mission statement that are in line with strategies implemented	12 37.5%	9 28.1%	4 12.5%	1 3.1%	2 6.2%	4 12.5%
The Management defined a set of goals and long-term objectives that are in line with strategies implemented.	10 31.3%	6 18.7%	0 0%	2 6.2%	4 12.5%	10 31.3%
The top management is in support of the implementation of the organization's strategic choices made.	12 37.5%	4 12.5%	4 12.5%	6 18.7%	4 12.5%	2 6.2%
Proper environmental scanning is conducted before the implementation of strategies.	6 18.7%	8 25%	8 25%	2 6.2%	4 12.5%	4 12.5%

4.3 Statistical Inferences

4.3.1 Correlations

4.3.1.1 Correlational Matrix

Table 4.9 correlational Matrix

Correlations

		Organizational Resources	Organizational Culture	Strategy Development	Organization Structure	Strategy Implementation
Organizational Resources	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	32				
Organizational Culture	Pearson Correlation	.752**	1			
	Sig. (2-tailed)	.000				
	N	32	32			
Strategy Development	Pearson Correlation	.633**	.665**	1		
	Sig. (2-tailed)	.000	.000			
	N	32	32	32		
Organization Structure	Pearson Correlation	.757**	.797**	.806**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	32	32	32	32	
Strategy Implementation	Pearson Correlation	.602**	.711**	.778**	.811**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	32	32	32	32	32

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

Correlation analysis measures the strength of association between two variables and the direction of the relationship. The relationship from table 4.9 indicates that there is a

significant and positive relationship between organizational resources at KCC and strategy implementation since p(0.000) which is less than 0.05 and r (0.602) which was significant at 0.01 significance level. The value indicates a strong correlation between organizational resources and strategy implementation at Karen Christian College. Therefore, improvement in organizational resources will lead to effective strategy implementation.

Further, there is an indication that there is a significant and positive relationship between strategy implementation and organizational culture as p (0.000) and r (0.711) which was significant at 0.01 significance level. This result shows that good organizational culture leads to effective strategy implementation at Karen Christian College. Additionally, the tables indicate there is a significant and positive relationship between strategy implementation and organizational structure as p (0.000) and r (0.778). this was significant at 0.01 significance level. The result shows that good organizational structure translates to an effective strategy implementation at Karen Christian Church. The table further indicates that there is a significant and positive relationship between strategy implementation and strategy development as p (0.000) and r (0.811). this means that god strategy development leads to an effective strategy implementation.

4.3.1.2 Coefficient of Determination:

Regression was adapted to further test the nature of relationship between independent variables and dependent. According to Kothari (2014), regression is the determination of a statistical relationship between two or more variables. In simple regression, there are two variables, one variable (defined as independent) is the cause of the behavior of another one (defined as dependent variable). When there are two or more than two

independent variables, the analysis concerning relationship is known as multiple regressions and the equation describing such relationship as the multiple regression equation. Kothari (2014) described ANOVA as a procedure for testing the difference among different groups of data for homogeneity. The essence of ANOVA is that the total amount of variation in a set of data is broken down into two types, that amount which can be attributed to chance and that amount which can be attributed to specified causes while F- test was also used in the context of the analysis of variance (ANOVA) for judging the significance of multiple correlation coefficients.

Table 4.10: Coefficient of Determination:

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.846[a]	.716	.674	2.40625

a. Predictors: (Constant), Strategy Development, Organizational Structure, Organizational Resources, Organizational Culture

The table above shows that R^2 (R squared) which is the Coefficient of determination to the dependent variable strategy implementation is influenced by the corresponding independent variables that include Strategy Development, Organizational Culture, Organizational Resources, Organizational Structure. An R=0.846[a] shows a strong relationship between the variables in the study, and an adjusted R^2 = 0.716 (71.6%) further indicates the influence of the independent variables. This also points to the fact that the model is fit to be applied for the study. The result indicates that there are other factors which represent 28.4% that affect strategy implementation that is not captured in this study.

4.3.1.3 Analysis of Variance (ANOVA)

The researcher sought to investigate the variation in variables that are the independent variables to establish the level of outcome and the study as well as their impact on

strategy implementation at Karen Christian College. The results were captured in table4.11

Table 4.11 Analysis of Variance (ANOVA)

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	677.049	4	169.262	230.513	.000[b]
	Residual	19.826	27	.734		
	Total	696.875	31			

a. Dependent Variable: Strategy Implementation

b. Predictors: (Constant), Strategy Development, Organizational Structure, Organizational Resources, Organizational Culture.

The results depicted in on table 4. 11 indicate that strategy development, Organizational structure, Organizational Resources, Organization Culture were significant predictor variable of Strategy implementation in Karen Christian College. This was indicated by the F- statistic results, F=230.153, as F critical is calculated at df=4,27. And with significant P-value) =0.000which is less than0.05 which is also an indication that the overall regression model is significant.

4.3.2 Bivariate Analysis

The Bivariate analysis indicates the relationship of each independent variable to the dependent variable. It shows the four -independent variables and how each of them relates to the dependent variable.

4.3.2.1 Bivariate analysis for Organizational Resources with strategy Implementation

Table 4.12Bivariate analysis for Organizational Resources with strategy Implementation

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.472	.989		2.499	.018
	Organizational Resources	1.129	.082	.929	13.699	.000

a. Dependent Variable: strategy Implementation

Table 4.12 indicates that there is a positive and significate relationship between Organizational resources and strategy implementation since (P- value)=0.000 which is less than the(p-value) = 0.05. Whenthe organization increase its resources, there will be an increase in strategy implementation by1.129 to the constant strategy implementation of 2.472, to achieve effective strategy implementation.

4.3.2.2 Organizational Culture with Strategy implementation.

Table 4.13Organizational Culture with Strategy implementation

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.458	.702		.652	.520
	Organizational Culture	1.018	.046	.971	22.118	.000

a. Dependent Variable: Strategy Implementation

Table 4.13 indicates that there is a positive and significate relationship between Organizational culture and strategy implementation since (P- value) =0.005 which is

less than the(p-value) = 0.05. When the organization increases organizational culture, there will be an increase in strategy implementation by 1.018 to the constant strategy implementation of 0.458.

4.3.2.3 Organizational structure with Strategy Implementation

Table 4.14 Organizational structure with Strategy Implementation

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.550	.970		3.659	.001
	Organizational structure	.970	.075	.921	12.909	.000

a. Dependent Variable: Strategy Implementation

Table 4.14 depicts that there is a positive and significate relationship between Organizational structure and strategy implementation since (P- value) =0.001 which is less than the (p-value) = 0.05. When the organization increase its structures, there will be an increase in strategy implementation is by0.970, to the constant strategy implementation of 3.550.

4.3.2.4 Strategy development and strategy Implementation

Table 4.15: Strategy development and strategy Implementation

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.227	.501		2.451	.020
	Strategy development	.976	.033	.983	29.594	.000

a. Dependent Variable: strategy Implementation

Table 4.15 depicts that there is a positive and significate relationship between Organizational resources and strategy implementation since (P-value)=0.000 which is less than the (p-value) = 0.05. When there is an increase in Strategy development, there will be an increase in strategy implementation by0.976,to the constant strategy implementation of 1.227.

4.3.2.5Multiple Regression Analysis

Regression analysis is a set of statistical processes for estimating the relationships among variables. It includes many techniques for modeling and analyzing several variables when the focus is on the relationship between a dependent variable and one or more independent variables or 'predictors'. Specifically, regression analysis helps us understand how the typical value of the dependent variable or 'criterion variable' changes when any one of the independent variables is varied, while the other independent variables are held fixed. The table below contains the regression coefficient results for the study.

Table 4.16: Multiple Regression Coefficients

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.370	.490		2.795	.009
	Organization resources	.046	.019	.088	2.376	.025
	Organization culture	-.058	.077	-.052	-.755	.457
	Organizational structure	.093	.077	.089	1.209	.237
	Strategy development	.897	.067	.904	13.345	.000

a. Dependent Variable: Strategy Implementation

The regression equation is:

$Y= \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 \ldots \epsilon$ Where;

Where:

Y=Strategy implementation (Dependent variable)

$ß_1$=Organizational resources

$ß_2$= Organizational Culture

$ß_3$= Organizational Structure

$ß_4$= Strategy Development

Then:

Therefore: Strategy Implementation =1.370+0.046x_1-0.058x_2+0.093x_3+0.897x_4……. + ϵ

The multivariate regression model on table 4.16, when all the factors are held constant strategy implementation is at 1.370. When there is an increase in organizational resources while the other factors remain constant would lead to an increasein strategy implementation by factor 0.046. Consideration of organizational culture with other factors remaining constant would lead to declining in strategy implementation at KCC by -0.058. While consideration of organizational structures while the other factors remain constant would contribute to the successful implementation of strategy at 0.093. On the other hand, good strategy development with other factors remaining constant would lead to successful strategy implementation at 0.897.

The regression coefficient table indicates that there is positive with a statistically significant relationship between organizational resources and strategy implementation at KCC since the p-value is .025 which is less than 0.05. There is positive with no statistically significant relationship between organizational culture and strategy implementation at KCC since the p-value is 4.57which is more than 0.05. There is positive with no statistically significant relationship between organizational structure

and strategy implementation at KCC since the p-value is 0.237which is more than 0.05. Lastly, there is a positive with a statistically significant relationship between strategy development and strategy implementation at KCC, since the p-value is 0.000which is less than 0.05.

4.4 Discussion of Results

4.4.1 Organization Resources with Effective Strategy implementation

The relationship between organizational resources and effective strategy implementation indicates that KCC has a challenge in the effective implementation of the strategy, which reveals a need to increase its resources. As the study reveals that the organization's resources are positive with statistically significant, at p-value (0.025) related to effective strategy implementation. The findings are conjunction with the Resource-based theory, the competitive advantage of KCC will be based on the availability of the resources and lack of them leads to non-implementation of strategies. Therefore, organizational resources with the following indicators finance, reward system, knowledge and skills and not leaving behind technology lead to effective strategy implementation. Indeed this agrees with Nijssen & Frambach, who stated that Organizational resources are key to the development of any organizations as they drive it to achieve its objectives and goals, (Nijssen & Frambach, 2010).

4.4.2 Organizational Culture with Effective Strategy Implementation

The association between organizational culture and effective strategy implementation reveal that as KCC experiences a decline in its strategy implementation, an adoption of a suitable culture for the organization will lead to effective strategy implementation. The regression results show that organizational culture found positive with no statistical significance, at p-value (4.57) related to effective strategy implementation. The findings

in relation to the institutional theory the success of effective strategy implementation depends on social diverged norms that practice at KCC. Therefore, the organizational culture with the indicator's management and subordinate relationship, employee's commitment, information dissemination, and organization ethics, if well practiced at KCC will lead to effective strategy implementation. This agrees also with Heskett view which stated " An effective culture is the product of a set of strongly held shared values" and this will lead to effective implementation of strategy.(Heskett, 2012).

4.4.3 Organizational Structure with Effective Strategy Implementation

The relationship between organizational structure and strategy implementation indicates that KCC is experiencing a challenge in effective strategy implementation, when it works on its organizational structure it will enhance its chances of achieving effective strategy implementation. They further indicate that organizational structure and strategy implementation have positive with no significant, p-value (2.37) related to effective strategy implementation. The findings equally reveal that the institutional theory in relation to organizational structureleads to effective strategy implementation. Therefore, an organizational structure with the following indicators: line of communication, the order of hierarchy, job alignment as well as the span of control when aligned well contribute a great deal to effective strategy implementation. This also aligned with Schermerhorn, who stated that the Organization structure is a system of tasks, reporting relationships, and communication linkages and this will lead to effective implementation of strategy(Schermerhorn, 2009)

4.4.4Strategy Development with Effect Strategy Implementation.

The relationship between strategy development and effective strategy implementation, reveal as KCC faces difficult in strategy implementation, therefore if good strategy development process if adopted will lead to effective strategy implementation. The

regression model results indicate that the alignment of strategy development and effective strategy implementation indicates positive with statically significantly at, p-value (0.000) related to strategy implementation. These results concur with Kravets, Shcherbakov, Kultsova, & Groumpos (2017)who found that P- value (0.000) Shows a significantly positive direction of effects and also who stated that the coefficient of the former variable has statistical significance as p-value (0.00*)*.The finding further indicates that institutional theory in relation to the strategy development process influences the effective strategy implementation at Karen Christian College. Therefore, the strategy development measuring the following indicators; mission and vision, Goals and objectives, strategic choices as well as environmental scanning if well lead to effective strategy implementation. This agrees with Bragg, which states that an organization that is keen to grow needs to develop strategies that can prepare the organization for the future, to be able to grow, and this will lead to effective implementation of strategy.(Bragg, 2011)

CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSION &RECOMMENDATION

5.1 Introduction

The growth and development of any organization aredepending on how it can successful implemented its strategies. The study, therefore, attempts to look at factors affecting effective strategy implementation in KCC. By studying the following variables organizational resources, organizational culture, organizational structure, and strategy development. the chapter provides a summary of the major findings, the conclusions from the study, some recommendations and area for further research.

5.2 Summary of Major Findings

Karen Christian College was the target of this study. The study adopted a census survey technique with respect to the unit of analysis which is the Karen Christian College. The study collected data using questionnaire. Data gathered from the questionnaires was analyzed using statistical package for social sciences computer software. SPSS which generate both descriptive and inferential statistics were employed. Descriptive statistics including the mean and standard deviation were used to capture the characteristics of the variables under study. The study sort to determine how organizational resources, organizational culture, organizational structure, and strategy development affect strategy implementation in Christian learning institution with a case of Karen Christian College.

5.2.1 Organizational Resources on strategy implementation

The first objective of the study looked for to find out whether organizational resources affect effective strategy implementation in Karen Christian College. The findings indicate that when resources are availed they lead to effective strategy implementation. Findings from the study further indicate that correlation between organization resources and effective strategy implementation in Karen Christian college is positive. The results from the study further showed that a significant number of respondents are not given the right equipment to perform the tasks assigned to them. The results of the study also indicate that the organization is not committed to providing financial resources to support the implementation of strategies. The results from the study again indicated that the organization does not fairly distribute both human and financial resources to all department regarding the formulation and implementation of strategies. Furthermore, it has been observed through the results that the organization does not carefully ensure that it has the right human resources skills in implementing strategies. However, the findings revealed that a great number of respondents have worked with the organization between 1 and 5 years so they have no experience in the implementation of strategies in the organization.

5.2.2 Organizational Culture on Strategy Implementation

The second objective of the study sought to find out whether organization culture affects effective strategy implementation in Karen Christian college. The findings indicate that when KCC adopts culture suitable for its operations, it will lead to effective strategy implementation, the study further indicates that correlation between organizational culture and effective strategy implementation in Karen Christian college is positive. The result from the study showed that many of the respondents strongly disagree with the fact that the organization creates a forum where their employees can

contribute their own ideas with regards to the formulation and implementation of strategies. The result also provides evidence that the organization does not clearly communicate its strategies with regards to job description when formulating strategies. The result again indicates that majority of the respondents strongly agree that their involvement in decision making has ensured easy implementation of strategies in the organization. The study result again shows that majority of the respondents strongly disagree with the fact that they are not satisfied in their involvement in decision making that affects their job.

5.2.3 Organizational Structure on Strategy Implementation

The third objective of the study was to find out whether organization structure affects effective strategy implementation in Karen Christian College. The findings when good organizational structures are put in place they contribute to effective strategy implementation. The results further indicate that a significant number of respondents strongly agreed that the management gives direction on the various activities of the organization to their subordinates regarding the implementation of strategies. Also, the results from the study indicate that the respondents disagreed and strongly disagree stating that the management does not follow set policies and practices as per strategies formulated with the interest of both employees and the organization in strategy implementation. The results further revealed that majority of the respondents strongly disagreed to the fact that job alignment is in line with strategies that are to be implemented in the organization. Moreover, it has been observed through the results from the study that majority of the respondents also disagreed and strongly disagreed that the overall atmosphere in the organization in terms of the span of control is excellent about to strategy implementation. Findings from the study revealed that the

correlation between organization structure and effective strategy implementation in Karen Christian college is positive.

5.2.4 Strategy Development on Strategy Implementation

The fourth objective of the study tried to find out whether strategy development affects effective strategy implementation in Karen Christian College. The study's result revealed that strategy development plays a big role in effective strategy implementation. The study further reveals that the correlation between strategy development and effective strategy implementation in Karen Christian college is significant and positive.

Through the results revealed by the study, it has been observed that majority of the respondents disagreed and strongly disagreed to that fact that the organization has developed vision and mission statement that are in line with strategies implemented. The study findings also revealed that majority of the respondents agreed and strongly agreed to notify that the management defined a set an of goals and long-term objectives that are in line with strategies implanted. Far off, the results of the findings indicate that a great majority of the respondents disagreed and strongly disagreed that the top management is in support of the implementation of the organization's strategic choices made. The study results once again established that majority of the respondents agreed and strongly agreed that proper environmental scanning was conducted before the implementation of strategies in the organization.

5.3 Conclusion

This study was designed to explore that factors affecting effective strategy implementation in Karen Christian college. Four major variables have investigated these includes: organization resources, organization culture, organization structure as

well as strategy development. Based on the results, the researcher concludes that organization resources go a long way to impede effective strategy implementation in Karen Christian College as an organization. In addition, the researcher also concludes that the structure of an organization contributes to the effective implementation of KCC strategies. The researcher also concluded from the findings that both organizational structure and strategy development if well embraced by KCC play a great role in the effective and efficient implementation of strategies in Karen Christian College as an organization.

5.4 Recommendation

The findings indicated that for Karen Christian College (KCC) to achieve a competitive advantage over its competitors, they need to effective in implementing strategies. The findings have indicated that it has a challenge in achieving an effective strategy implementation. Therefore, there is a need to increase its organizational resources, develop an organizational culture as well as organizational structures that are suitable to it and lastly improve on their strategy development as that will enable them to have effective strategy implementation.

5.5 Suggestion for Further Studies

The study covered mainly the internal factors affecting effective strategy implementation in Karen Christian College. Further study could look at the external factors that could be affecting effective strategy implementation in organizations.

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Appendix I: Questionnaire

Section A: Introduction letter

I am **EmehNwabueze Prince,** a masters business student at Africa International University, Karen campus- Nairobi currently conducting research on: **Factors influencing strategic choices in Christian institution a case of Karen Christian college**, to fulfill the requirements of the University for this master's program. This study aims at establishing the factors that may influence the strategic choices in Karen Christian college. As a valued respondent in this exercise, I kindly request that you read and respond to the questions provided in this questionnaire. Your response will be strictly confidential and used for the sole purpose of this study.

The questionnaire will take approximately 10 minutes.

Please in case of any issue call this no. 0702874992 or

email:princenwabu2000@gmail.com

THANK YOU.

Section A: Demographic and Respondents profile.

Kindly mark/tick in the appropriate box

1). Which best describes you?

Administration staff ( ) Teacher ( ) Non-management ( )

2). How long have you worked for the institution?

Less Than 5 Years ( ) 5-10 years ( ) 10-15 Years 15-20 Years ( )

3). Do you make any strategic choice?

Yes ( ) No ( )

Please weigh the level to which the following factors affect the strategy implementation at Karen Christian College. Kindly use the scale below to assist you in your choices.

SECTION B: EFFECTIVE STRATEGY IMPLEMENTATION (DEPENDENT VARABLE).

	Strategy Implementation	**1**	**2**	**3**	**4**	**5**	**6**
1	The environment is friendly for strategies to be implemented						
2	The organization's interest ie relevant to the activities conducted towards implementation of strategies						
3	The management respects and motivates each employee's ability and knowledge of the job and this has ensured success in strategy implementation						
4	Priorities from the management affect strategy implementation.						

Section C: Factors affecting effective strategy implementation (Independent Variables)

Tick in the space where possible and rate the following factors affecting strategic management practices in a scale of 1 to 5 with 1 being strongly disagreed, 2 disagree, 3 Slightly disagree, 4 Slightly agree 5 Agree and 6 strongly agree.

	Organization Resources and effective Strategy implementation	**1**	**2**	**3**	**4**	**5**	**6**
1	The company offers you with the right equipment's in carrying out your tasks to implement the strategies.						
2	The company is committed to providing financial resources to support the implementation of strategic initiatives						
3	The company fairly allocates and distributes human and financial resources to all departments when formulating and implementing the strategies.						
4	The organization carefully ensures it has the right human resource skills in implementing the strategies						
	Organization culture and effective Strategy implementation	**1**	**2**	**3**	**4**	**5**	**6**
1	The company creates forums where employees can contribute their own ideas when formulating and implementing strategies.						
2	The company clearly communicates its strategies with regards to your job description when formulating the strategies						
3	Your involvement in decision making has ensured an easy implementation of the strategies.						
4	The organization's employees are well informed about matters that may affect them when there is a change in strategy implementation						

	Organization Structure and effective Strategy implementation	**1**	**2**	**3**	**4**	**5**	**6**
1	The management gives direction on the various activities of the organization to their subordinate when implementing the strategies.						
2	The management follows set policies and practices as per strategies formulated with the interests of both employees and the organization in strategy implementation						
3	Job alignment in line with strategies to be implemented in the organization.						
4	The overall atmosphere in your company in terms of the span of control is excellent						
	Strategy development and effective Strategy implementation	**1**	**2**	**3**	**4**	**5**	**6**
1	The organization has developed vision and mission statements that are in line with strategies implemented						
2	The management has defined a set of goals and long-term objectives that are in line with strategies implemented						
3	The top management is in support of the implementation of the organization's strategic choices made.						
4	Proper environmental scanning is conducted before the implementation of strategies						

THANK YOU

Appendix II: Budget

No	Item	Price per item(KES)	Quantity	Total cost
1.	Laptop	50,000	1	50,000
2.	Printing papers	700	4 Rims	2,800
3.	Printing cost	10	1,500 pages	15,000
4.	Binding	400	10	4,000
5.	Software for analysis	6,000	1	6,000
6.	Meals	15,000	-	15,000
7.	Airtime/Internet	2,000	-	2,000
8.	Editing	5,000	1	5,000
	Total Cost			**99,800**

Appendix III: Work Schedule

Task	September	November	November	December	January	January	February
Submission of the concept paper							
Proposal defense							
Proposal submission							
Permission to conduct the study at AIU.							
Data collection							
Interpretation of data							
Thesis Defense							